



ORANGE COUNTY

NORTH CAROLINA

FY 2020-21

ANNUAL OPERATING

BUDGET

MANAGER RECOMMENDED

Orange County, North Carolina
Manager Recommended
FY 2020-21 Annual Operating Budget

BOARD OF COUNTY COMMISSIONERS

Penny Rich, Chair
Renee Price, Vice Chair
Earl McKee
Mark Dorosin
Mark Marcoplos
Sally Greene
Jamezetta Bedford

COUNTY MANAGER

Bonnie B. Hammersley

Travis Myren
Deputy County Manager

Gary Donaldson
Chief Financial Officer

Paul Laughton
Finance and Administrative Services
Deputy Director

Brenda Bartholomew
Human Resources Director

Chaz Offenburg
Budget and Management Analyst II

Kirk Vaughn
Budget and Management Analyst II

Allen Coleman
Assistant Deputy Clerk II

Board of County Commissioners



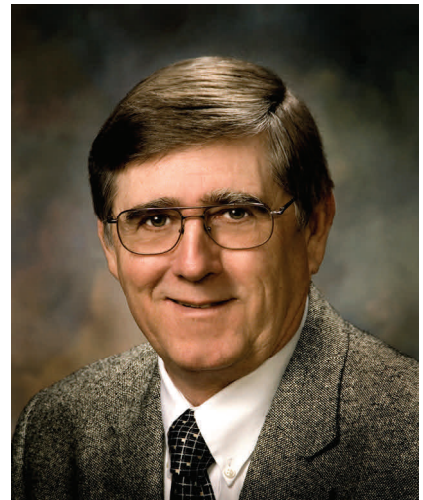
Penny Rich, Chair



Renee Price, Vice-Chair



Mark Marcoplos



Earl McKee



Jamezetta Bedford



Mark Dorosin



Sally Greene



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Orange County

North Carolina

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

Table of Contents

Mission Statement.....	i
Organization Chart-Orange County Government	ii

Manager's Message	9

Budget Summaries

How to Read the Budget Document	22
Fund Structure.....	24
<i>General Fund</i>	
Revenue by Category	26
Appropriations by Function.....	29
Function Summaries	
Community Services	32
Education	33
General Government.....	34
Human Services	35
Non-departmental	36
Public Safety	37
Support Services	38
Permanent Full-Time Equivalent (FTE) Budgeted Positions	39
Summary of New Positions Recommended for FY 2020-21	42
Summary of Extension of Time Limited Positions	43
Assessed Valuation, Tax Rate and Estimated Collections	44

Department on Aging	45
Animal Services.....	56
Article 46 Sales Tax	64
Asset Management Services	66
Board of Commissioners.....	74
Board of Elections	78
Capital Investment Plan.....	82
Cardinal Innovations	96
Child Support Services	98
Community Relations	101
Cooperative Extension	104
County Attorney's Office	110
County Manager's Office	113

Table of Contents (continued)

Courts.....	122
Criminal Justice Resources.....	123
DEAPR.....	128
Debt Service	141
Economic Development.....	143
Education.....	151
Emergency Services	200
Finance and Administrative Services.....	211
Fire Districts	216
Health Department	223
Housing and Community Development.....	234
Human Resources.....	248
Human Rights and Relations	253
Information Technologies	256
Library Services	260
Non-Departmental	267
Orange County Transportation Services	295
Outside Agencies	298
Planning and Inspections.....	310
Register of Deeds.....	327
Sheriff.....	331
Department of Social Services.....	335
Solid Waste Department.....	350
Sportsplex.....	358
Tax Administration.....	361
Transfers.....	366

Appendices

A: Employee Pay & Benefits.....	367
B: Proposed Fee Schedule.....	403
C: Policies.....	467
Budget Administration.....	485
Glossary.....	486

Orange County *M*ission Statement

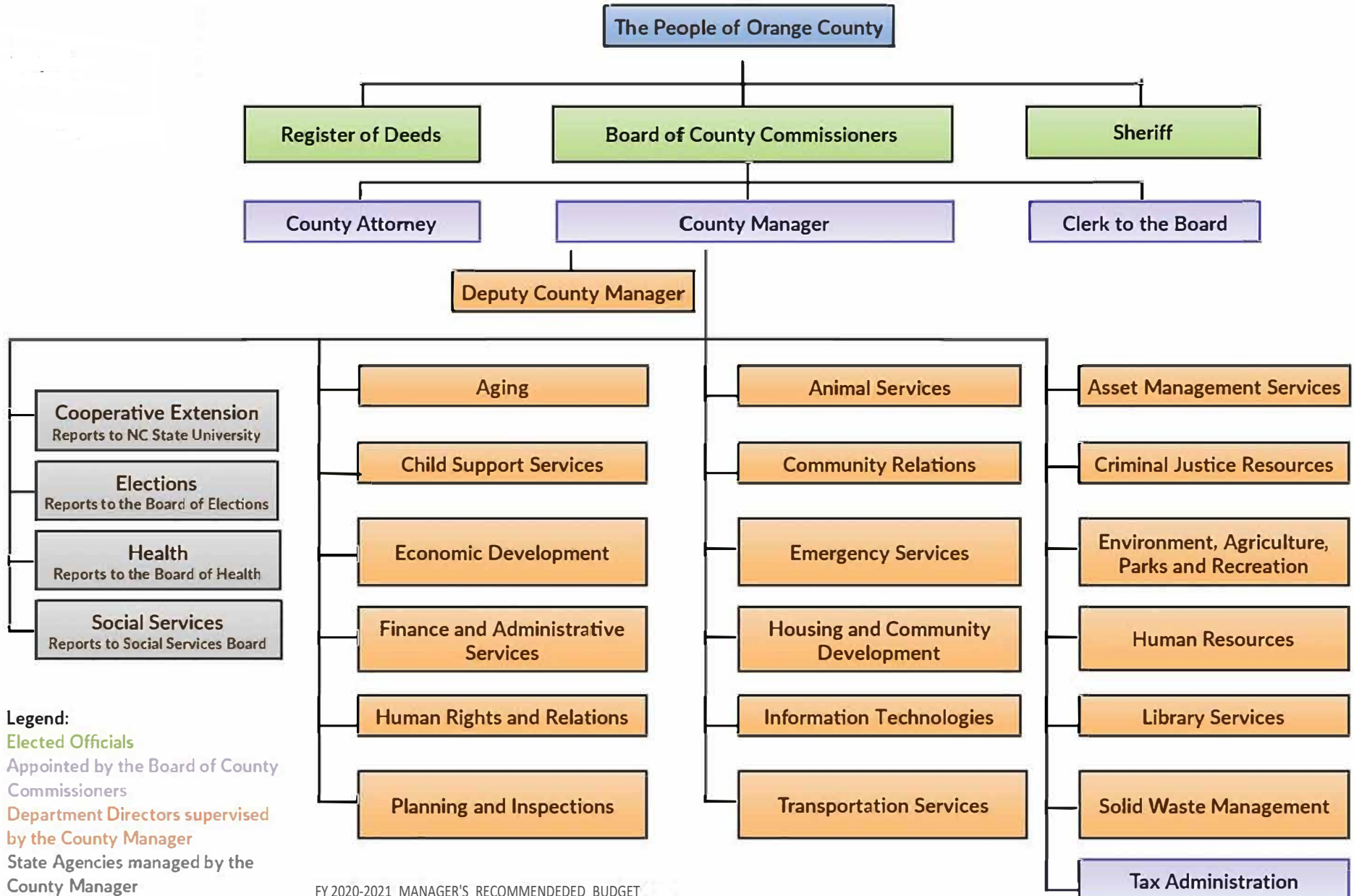
Orange County exists to provide governmental services requested by our Residents or mandated by the State of North Carolina.

To provide these quality services efficiently, we must:

- Serve the ***Residents*** of Orange County - ***Our Residents Come First.***
- Depend on the energy, skills and dedication of all our employees and volunteers.
- Treat all our Residents and all our Employees with fairness, respect, and understanding.

Orange County Residents Come First.

ORANGE COUNTY GOVERNMENT





ORANGE COUNTY NORTH CAROLINA

MEMORANDUM

May 5, 2020

TO: Board of Orange County Commissioners

FROM: Bonnie Hammersley
County Manager

RE: Transmittal of the FY2020-21 Recommended Budget

I am pleased to submit the FY2020-21 Recommended Operating Budget for your review and consideration. This budget is submitted to you during an unprecedented time in our history. The State is entering its sixth week of the Governor's stay at home order due to the COVID-19 pandemic, and all of the assumptions that were used to begin this budget process have been upended by trepidation and uncertainty about the economic impact this quarantine will have on County residents and on the County budget.

The FY2020-21 Recommended Budget uses a combination of long term financial austerity measures and expenditure reductions as well as shorter term emergency measures to delay an anticipated tax rate increase and balance the budget. These emergency measures are not sustainable over the long term, but they are necessary in order to create a measured but realistic reaction to the pandemic while preserving the existing County services and workforce in this time of great uncertainty. As a result, the FY2020-21 Recommended Budget represents the beginning of a multi-year financial strategy intended to preserve services and maintain the County's long term fiscal health.

Expenditures

The Recommended Budget funds only legally required obligations and necessary public health and safety expenditures.

- **Total Expenditures**

The total Recommended Operating Budget including the general fund, enterprise funds, proprietary, and special revenue funds is \$273.6 million. This represents an increase of \$1.2 million or 0.46% over the FY2019-20 Budget.

- **Debt Service**

Debt service will increase by \$2.9 million or approximately 9.3%. This increase represents the third projected increase in debt service payments associated with the 2016 general obligation bonds for schools and

affordable housing as well as other Capital Investment Plan priorities. If borrowing for general obligation debt is authorized as recommended, the FY2020-21 Capital Budget will total \$36.5 million, a decrease of \$14.5 million compared to the FY2019-20. Based on the proposed five year Capital Investment Plan, debt service payments will continue to increase through FY2023-24 and exceed the debt to revenue policy during the coming years.

- **General Fund Operating Expenditures**

The General Fund is the fund through which services such as education, human services, public safety, community services, planning, and general government services are provided. It is also the part of the budget that is primarily supported by general purpose revenues such as the property tax and sales tax. The proposed General Fund budget is \$239.2 million which represents a \$1.9 million or 0.81% increase over the budget for the current fiscal year.

Revenue

The Recommended Operating Budget recognizes growth in the County's property tax base related to new construction. This value was captured in January 2020 prior to the COVID-19 pandemic. Other revenue assumptions have been adjusted down with no increase in the property tax rate.

- **Tax Base Growth Due to New Construction**

In years that are not subject to a revaluation, the property tax base grows due to new construction activity, new personal property, and growth in the value of motor vehicles. The Recommended Budget includes a \$333.1 million or 1.9% increase in the value of real and personal property and a \$49.6 million or 4.0% increase in the value of motor vehicles compared to the FY2019-20 budgeted amounts. At the current tax rate of 0.8679 cents, this growth generates \$2.5 million in additional financial resources. Under typical circumstances, real property tax generally grows at a rate of 2% while motor vehicle tax typically grows at a rate of 5%.

- **Tax Rate**

The Recommended Budget maintains the current tax rate of \$0.8679 cents per \$100 of value, delaying a projected 1.63 cent tax rate increase to accommodate growth in debt service.

Within the next five years, debt service is expected to peak in FY2023-24 at \$42.7 million which may necessitate future tax rate increases. If the tax rate were adjusted to pay the new debt, a rate increase would be projected in FY2021-22 and FY2022-23 with an increase of 5.26 cents over the two year period.

- **Collection Rates**

The economic losses due to COVID-19 are likely to impact the ability of residents to pay real, personal, and motor vehicle taxes. In March alone, the County's unemployment rate increased to 3.4% compared to 2.9% in February. Job losses in April are projected to continue this disturbing trend. As a result, the assumed collection rate for real and personal property is decreased from 99.2% to 98.7% causing a reduction of \$781,000 in anticipated revenue. The collection rate for motor vehicle taxes was also decreased by 0.5% resulting in a reduction of \$142,000 in projected revenue.

- **Sales Tax**

The initial and perhaps most profound impact of the COVID-19 pandemic will be experienced in sales tax collections. Sales taxes make up approximately ten percent (10%) of the County's total revenue. The FY2020-21 Budget projects a decrease of 4.5% compared to the FY2019-20 Budget. Historically, sales tax collections have grown by five percent (5%) or more each year, so in relative terms, the Recommended Budget assumes

that the County will sustain a sales tax loss of around ten percent (10%). This means that budgeted sales tax will total \$23.8 million, a \$1.5 million decrease from the FY2019-20 Budget.

The sales tax projection is perhaps the most tentative assumption in this year's Recommended Budget as sales tax payments lag behind retail sales by almost three (3) months. As a result, the expected sharp decline in March sales will not materialize in the County's distribution until June. If the decline is more pronounced than what is assumed, a second phase of the financial contingency plan will be implemented to make up those losses.

Employee Compensation and Benefits

Employee compensation and benefits comprise 58.8% of the County's total budgeted expenditures excluding education expenses. As part of this austere budget, employee compensation is frozen at current rates, and some elements are reduced.

- **Hiring Freeze**

The first phase of the COVID-19 financial contingency plan was to impose a hiring freeze for all nonessential positions. This freeze excludes positions responsible for providing direct public health and safety services as well as those positions assigned to administer social service and employment programs that will likely experience an increase in demand. The extension of the hiring freeze for nonessential personnel reduces salary and benefit expenses by approximately \$1 million.

- **No Wage Adjustment**

Typical budgets include a wage adjustment between one and three percent to recognize general cost of living increases and to maintain a competitive wage profile for employees. A two percent (2%) wage adjustment typically costs \$1.2 million. The FY2020-21 Budget does not include a wage adjustment.

- **Suspension of Performance Awards**

As part of the County's performance evaluation process, employees are typically eligible to receive up to approximately \$0.50 added to their hourly rate in recognition of exceptional performance. The performance evaluation process will continue since it provides valuable feedback to employees and allows employees to have dedicated time with their supervisor to discuss successes and barriers to success. However, the FY2020-21 Recommended Budget suspends the remuneration associated with the evaluation process, saving approximately \$400,000 next fiscal year.

- **Suspension of Conference, Training, and Travel**

The Recommended Budget anticipates continued limitations on travel and large gatherings. As a result, conference, training, and travel expenses are also suspended for next year for a savings of \$455,000. The Budget maintains funding associated with required licensure and certifications that some employees must maintain in order to perform their jobs.

- **Health Insurance**

In FY2018-19, the County joined a public sector health insurance pool called the North Carolina Health Insurance Pool or NCHIP. This pool allows its members to spread risk and increase market competitiveness by creating a large, diverse employee group. Due to favorable claims experience and the efficiencies enjoyed by the pool, the Recommended Budget does not increase health insurance costs for FY2020-21. This also means that employee contributions will not change next fiscal year.

- **Mandated Retirement Contributions**

All local government employers participate in the State's Local Government Employee Retirement System. This plan provides a defined benefit retirement structure for local government employees. In order to maintain the financial health of the plan, the State prescribes increases to the employer contribution. For FY2020-21, the Retirement System is mandating an increase of 1.2% which results in a cost of \$800,000 next year.

- **Living Wage**

The County is certified as a living wage employer by *Orange County Living Wage*. In FY2017-18, Orange County also implemented a minimum wage rate of \$15.00 per hour for all permanent/benefitted County employees. This rate is maintained in the FY2020-21 Recommended Budget.

The living wage for temporary employees, as calculated using the *Orange County Living Wage* formula, is expected to remain at \$14.95 next fiscal year. No additional funds are necessary to preserve the County's status as a Living Wage Employer.

Education

Although Education expenditures remain relatively flat, the Recommended Operating Budget exceeds the target of allocating 48.1% of General Fund revenues to school spending at 49.4%. Based on March projections from the Department of Public Instruction, student enrollment decreases in both school districts. Student enrollment in Chapel Hill Carrboro City Schools is projected to decrease by 43 while student enrollment in Orange County Schools is expected to decrease by 7.

- **Exceeding the Funding Target**

The FY2020-21 Recommended Budget increases the school current expense budget by \$485,000 resulting in a total recommended appropriation of over \$113.9 million including debt service. Since general fund revenues are expected to be reduced while education funding remains the same, the proportion of general fund revenues dedicated to education is 49.4%. The Recommended FY2020-21 Budget continues to dedicate a total of \$3 million in non-borrowed funds for deferred maintenance. These one-time revenues were generated through the issuance of general obligation bonds associated with the 2016 bond for education and affordable housing.

- **Expenses for Charter Students**

School Districts are required by law to transmit funds to charter schools for students who reside in the District but attend a charter school. Student enrollment as of March 2020 shows that charter school students have increased by 42 students in the Orange County Schools District and have decreased by 3 students in the Chapel Hill Carrboro City Schools District compared to last year's budget. These changes result in a total of 885 charter students in Orange County Schools, 166 in Chapel Hill Carrboro City Schools, and a total of 1,051 Countywide. The FY2020-21 Budget accommodates the expenses associated with 39 additional charter students at a cost of approximately \$170,000.

- **Per Pupil Equivalent**

Based on the funds recommended for school spending, the per pupil amount increases by \$5.75 to \$4,358.

- **Durham Technical Community College**

The Budget recommends maintaining the operating funds to Durham Technical Community College at \$798,000. The Budget also recommends continuing the *Durham Tech Promise* scholarship program which

provides up to \$1,000 annually to any Orange County high school graduate or General Equivalency Diploma (GED) recipient who attends Durham Technical Community College following completion of their degree. Orange County's investment of \$200,000 is allocated from Article 46 sales tax proceeds to continue this economic and workforce development initiative.

Community Services

The Community Services Functional Leadership Team is comprised of Animal Services; Cooperative Extension; the Department of Environment, Agriculture, Parks and Recreation (DEAPR); Economic Development; Orange County Transportation Services, Planning and Inspections, and Solid Waste Management. The total Community Services appropriation is recommended to decrease slightly from \$14.4 million in FY2019-20 to \$14.3 million in FY2020-21.

- **Animal Services**

The Animal Services budget increases net County costs by \$75,914. Most of this increase is due to reclassifications that occurred in FY2019-20 and increased the department's base budget compared to FY2019-20. An additional \$6,000 is also recommended for recurring capital, primarily in the Animal Control Division.

- **Cooperative Extension**

Cooperative Extension will continue to provide support to the County's agricultural community, food and nutrition education, and 4-H programming. The Cooperative Extension budget decreases net County costs by \$1,500.

- **Department of Environment, Agriculture, Parks, and Recreation (DEAPR)**

The Department of Environment, Agriculture, Parks and Recreation budget represents an increase in net County costs of \$28,588. This increase is attributable to additional funds (\$8,356) to create Spanish language materials in the Recreation Division. Additional funding (\$16,094) is also allocated to increase temporary staffing at Blackwood Farm Park as well as other minor nondiscretionary spending adjustments.

The Budget currently assumes that summer programming will occur this year as the new fiscal year begins. If summer programming is cancelled due to prohibitions on large group activities and/or an extension of physical distancing policies, the DEAPR budget will be adjusted through a budget amendment.

- **Economic Development and the Visitors Bureau**

The net County costs for the Economic Development Department decreased by \$14,873. This reduction represents the suspension of conference, training and travel in FY2020-21.

The Visitors Bureau is funded through the County occupancy tax which will suffer a severe loss due to COVID-19 related travel restrictions and quarantine orders. Occupancy tax collections are projected to decrease by \$303,623 which equates to a 16% reduction in revenue. To accommodate this expected loss, expenditures are recommended to decrease by \$314,405 through reductions in advertising, promotions, and events. One of the objectives for the Visitors Bureau next fiscal year is to implement a COVID-19 recovery program to regain these losses.

- **Orange County Transportation Services**

The net County cost for Orange County Public Transportation budget is recommended to increase by \$548,630. Most of this increase occurred because budgeted revenue in this fiscal year did not materialize,

and General Fund resources needed to be applied to balance the Department's budget next fiscal year. As a partial offset, contract services were decreased by \$100,000 which will delay some non-essential services.

- **Planning and Inspections**

Overall, the Planning and Inspections budget represents a net cost increase of approximately \$20,000. The Planning and Inspections Department relies on over \$1.5 million in permit fees for building activity and erosion control to offset the cost of operations. For FY2020-21, the projected revenue is recommended to be reduced by \$61,425 in anticipation of a potential decline in new building activity.

- **Solid Waste Management**

The Solid Waste Management Department is supported by the Solid Waste Program Fee. This fee is a single, county-wide fee assessed on each improved property within the County, including the municipalities and the portion of the Town of Chapel Hill located in Durham County. In FY2016-17, the County hired a consultant with expertise in solid waste program financing to examine the fund and provide recommendations and options that would bring the fund into sustainable balance. The consultant recommended a multi-year approach by phasing in fee adjustments over five years. FY2020-21 would have been the third year of phased in increase; however, the Recommended Budget does not increase the fee. The fee is maintained at \$142 per parcel.

The Solid Waste Fund is designated as an enterprise fund which means it carries its own fund balance. The Solid Waste Fund balance is expected to be over \$5.3 million by the end of this fiscal year. As one of the emergency measures used to delay a tax increase in FY2020-21, \$475,000 is recommended to be transferred from the Solid Waste Fund to the General Fund.

- **Sportsplex – Operating Performance and Debt Coverage**

The COVID-19 pandemic has shuttered the Sportsplex since the Stay at Home orders were implemented. Even once the Sportsplex re-opens, activity is not expected to resume at prior levels. Therefore, budgeted program revenues for FY 2020-21 are projected to decrease by 5.68%. Likewise, program expenditures are also budgeted to decrease by 6.89%. Prior to the March 2020 shutdown, Sportsplex revenues were expected to end the year at a 6.5% increase over the FY 2019-20 Budget.

General Government

The General Government Functional Leadership Team is composed of the Board of Elections, Clerk's Office, County Attorney's Office, County Manager's Office, Register of Deeds, and Tax Administration. The General Government appropriation is recommended to increase by \$18,318 in FY2020-21.

- **Board of Elections**

During the next fiscal year, the Board of Elections will conduct one election compared to two elections in FY2019-20. This allows for a reduction in temporary personnel and several operating accounts. The net Board of Elections budget is \$20,000 less than the FY2019-20 budget.

- **Clerk to the Board of County Commissioners**

The Clerk to the Board budget is recommended to decrease by \$1,703 following the reduction in training and travel that was applied to all County departments. Additional funding of \$25,000 is provided through the BOCC Initiatives Capital Budget to implement new software to track Boards and Commissions.

- **County Attorney**

The County Attorney's budget is \$9,268 less than it was in FY2019-20. As several court cases have been settled, litigation expenses were reduced by \$10,000.

- **County Manager**

The County Manager's Office provides an administrative home to the Manager's Division, Risk Management Division, the Arts Commission, and the Food Council. The Manager's Office also used to house the Partnership to End Homelessness Division, but that program is recommended to transfer to the Housing and Community Development Department in FY2020-21. The County Manager's Division is reduced by \$8,235 through the reduction in travel and training. The Risk Management Division is reduced by \$28,642 as part of a reduction in brokerage fees. The Arts Commission Budget is recommended to increase by \$13,771 largely due to personnel costs.

The Food Council is supported through a multijurisdictional agreement where the County and each of the municipalities in the County contribute funds in proportion to each government's population. In FY2020-21, the Food Council budget is \$1,629 higher than it was in FY2019-20. The Food Council Budget is also moved to a multiyear fund to allow unspent funds to automatically carry forward each year.

- **Register of Deeds**

The impact that COVID-19 will have on the real estate market remains unclear. The Register of Deeds initially projected an increase of \$551,000 in excise stamp and Register of Deeds revenue with the expectation that real estate transactions will continue to occur at the same or higher volume in FY2019-20. Due to the uncertainty related to real estate market, the Recommended Budget reduces the Register of Deeds estimate by five percent (5%) or \$118,827.

- **Tax Administration**

The Tax Administration Department will continue to administer the Land Records, Revaluation, Tax Assessor, and Tax Collections functions. The Tax Administration Budget is proposed to increase net County costs by \$71,600 which is caused by an increase to the personnel budget following reclassifications that occurred last fiscal year.

The revaluation process has been delayed due to physical distancing requirements that do not comport with an assessor's ability to conduct detailed field work and verification. This work is currently being done from vehicles. Sixty percent (60%) of the field work is completed, and all values must be established by the time the Board of Commissioners approves the Schedule of Values in September. As with the Register of Deeds Office, the impact of COVID-19 on the real estate market is unclear, but Tax Administration will continue to review sales data and make adjustments as necessary until the September deadline.

Human Services

The Human Services Team represents the departments of Aging; Child Support; Health; Housing and Community Development; Human Rights and Relations; Library Services; and Social Services. The Human Services appropriation is recommended to increase from \$40.8 million in FY2019-20 to \$41.6 million in FY2020-21. The Budget recommends the following budget adjustments.

- **Aging**

The recommended budget for the Department on Aging increases by \$64,275. This increase is primarily in personnel services where FY2019-20 reclassifications increase the cost of personnel next year. The \$175,000

annual revenue and expenditures associated with the Carol Woods Donations are also recommended to move to a multi-year fund to allow unspent funds to automatically carry forward each year.

- **Child Support**

The net County cost to operate the Child Support Department is decreasing by nearly \$100,000. This decrease represents a decrease in the state support enforcement estimate which was provided to the County in February.

- **Health Department**

The Health Department provides education and capacity building services, but it also provides direct care to residents through the dental clinic and the medical clinic. The FY2020-21 Recommended Budget reflects an anticipated revenue reduction of approximately \$345,000 as a result of COVID-19. The Department balanced those losses with offsetting expenditure reductions.

- **Human Rights and Relations**

Human Rights and Relations will continue to advance its work in racial equity, investigating discrimination complaints, and engaging the community. To that end, the Budget recommends transferring an Education Program Manager from the Health Department to Human Rights and Relations. The focus of this position is to work with the refugee community, so it fits well with the Department's overall mission.

- **Housing and Community Development**

Affordable housing has continued to be one of the most important policy priorities of the Board of Orange County Commissioners. The Recommended Budget reflects this priority as the only area in which new positions are recommended.

The Partnership to End Homelessness was transferred to the Housing and Community Development Department in this budget to fully integrate housing services and functions into a single department. Like the Food Council, the Partnership also benefits from multijurisdictional funding support. Its budget is funded through contributions from the County and each of the municipalities using the same population based formula.

Over the last several years, the Partnership has analyzed the programs and services available to move unhoused individuals into stable housing. As part of this analysis, the Partnership has also identified gaps in the system that are impeding the goal of effectively ending homelessness in Orange County. One of those gaps is a fully funded coordinated entry system. Coordinated entry represents the first phase for individuals and families seeking housing related services. As part of this process, staff conduct an evidence based needs assessment and make program referrals that best align services to meet the unique needs of the individual or family, including diversion from those services to other resources when indicated. This budget adds two (2) Coordinated Entry Housing Coordinators to work on this effort. These positions are expected to be funded by an established Housing and Urban Development grant starting in September, so additional funds of \$7,625 are recommended to provide a bridge between beginning the work and receipt of the grant. Other expenditure lines in the Partnership budget were adjusted to eliminate this cost to the County and its funding partners.

One of the other gaps identified by the Partnership is the ability to find rental units in the community for Rapid Rehousing, Housing Choice Vouchers, and other housing programs. Through the Partnership's multijurisdictional funding mechanism, a Housing Access Coordinator is funded to develop relationships with

landlords that will result in more housing units available to housing programs. The cost to the County of adding this position is \$10,993 which is offset by other expenditure reductions.

The Department is continuing to improve the administration of the Housing Choice Voucher program. The Budget reallocates funds to contract with a vendor to increase voucher utilization, manage the waitlist, and provide highly responsive customer service. New vouchers need to be issued quickly, and this contracted resource will provide the surge capacity to accomplish these goals.

The Budget also continues to fund the local housing voucher pilot program. These funds were transferred to a COVID-19 eviction prevention program in FY2020-21. The local housing voucher uses \$100,000 in local funds to support housing vouchers that subsidize rent for low income individuals. The program rules will be revised in FY2020-21 to allow more flexible use of the program so that residents can choose where they live, up to certain rent limitations, and promote positive landlord/tenant relationships.

Total General Fund spending for affordable housing programs is recommended to be \$1.7 million which exceeds the goal established by the Board of Orange County Commissioners to dedicate at least \$1 million in the operating budget to affordable housing programs.

- **Library Services**

The net County cost of Library Services is recommended to increase by \$39,980 in FY2020-21. The County receives grant funding through the Library Services and Technology Act Grant to support 0.65 FTE early childhood literacy outreach librarian. The County's required match to this grant is increasing by \$16,000. The portion of this position (0.35 FTE) was funded through a grant from the Orange County Partnership for Young Children. This grant support is ending in FY2020-21.

- **Social Services**

In terms of service delivery, the COVID-19 pandemic will increase demand for food and nutrition services, employment services, and other programs offered by the Department of Social Services. Overall, the Recommended FY20-21 Budget represents a net increase in County support of \$818,731 compared to net County costs in FY2019-20. These funds are used to increase temporary staffing for scanning child welfare cases (\$14,662), increase mileage and contract services to comply with State mandates (\$79,544), and add funding (\$50,000) to Emergency Assistance programs administered by Orange Congregations in Mission and Interfaith Council. The County match for the Juvenile Crime Prevention Council is also expected to increase in response to anticipated increases in the juvenile populations as a result of the Raise the Age legislation (\$24,410).

The Department of Social Services budget also indicates an increase because the outside agency contracts for IFC, OCIM, and the Exchange Club are transferred to the department's budget. That transfer represents an increase of \$232,879. This budget also corrects a revenue recognition error that contributes an additional \$105,000 to the net County cost of the DSS budget. The balance of the increase in the Department is attributable to reclassifications that were completed in FY2019-20. Over the past year, Human Resources analyzed and recommended classification changes for CPS Social Workers, Social Work Supervisors, and a number of other positions in the Department.

Support Services

The Support Services Functional Leadership Team includes Asset Management Services, Community Relations, Finance and Administrative Services, Information Technology, and Human Resources. The Support Services appropriation is recommended to increase from \$12.5 million in FY2019-20 to \$12.7 million in FY2020-21.

- **Asset Management Services**

Department funding is proposed to increase by nearly \$546,098. This increase represents the annualization of leases that were initiated in FY2019-20, and an additional \$89,900 is recommended to continue maintenance agreements.

- **Community Relations**

The Community Relations Department has continued to increase awareness of the functions of County government and the services provided to residents. The FY2020-21 Budget represents an increase of \$762.

- **Finance and Administrative Services**

The Finance and Administrative Services Department provides purchasing, payroll, accounting, budget, and debt management services to County departments. This department's budget is recommended to increase by \$71,535 recognizing the annual costs of a financial systems administrator position that was added by budget amendment in FY2019-20.

- **Information Technologies**

The Department of Information Technologies is responsible for maintaining and supporting Countywide technology needs. One of the ongoing obligations for this department is to budget for software maintenance and licensing. These costs are expected to decrease by over \$247,115 next year as the department has experienced savings using multi-year maintenance agreements.

Public Safety

The Public Safety Functional Leadership Team is composed of the Criminal Justice Resource Department, Emergency Services, Clerk of Court, District Attorney, Public Defender, and the Sheriff's Office. The Public Safety appropriation is recommended to increase from \$26.6 million in FY2019-20 to \$27.9 million in FY2020-21. The Budget recommends the following changes to Public Safety programs.

- **Criminal Justice Resource Department**

The Board of Commissioners has supported criminal justice reform by consistently increasing the County's investment in the Criminal Justice Resource Department which now includes 9.5 full time equivalent employees. Almost all of this work is supported by funds received by the County through the ABC Board or through outside grants. The net County cost of the Criminal Justice Resource Department increases by \$161,796 due to a technical correction in maintenance of effort revenue used to offset the cost of personnel. The Criminal Justice Resource Department budget also includes the third year of Department of Public Safety Local Reentry Council Grant, which supports two (2) positions at no County Cost.

The Criminal Justice Resource Department will also oversee a new non-departmental contract with the Compass Center to launch an initiative called the Lethality Assessment Protocol. This protocol provides law enforcement with a research-based checklist of factors to consider when responding to a domestic violence incident. Officers ask the victim a short list of questions and if, after reviewing the checklist with a victim on scene and collecting their responses, the officer determines that a victim scores high on the lethality assessment and is at greater risk of injury or death, the officer will be able to call a new hotline created for the program. The hotline will allow law enforcement to speak directly to the county domestic violence service

provider, and then may connect the victim on-site to the domestic violence services provider for support as well. The cost to start this program is \$60,000 in FY2020-21 and \$30,000 in FY2021-22. Once the program is underway, the Compass Center will request grant funding to continue it.

- **Emergency Services**

The Department of Emergency Services is responsible for administering the Emergency Management, Fire Marshal, Emergency Telecommunications (911), and Emergency Medical Services. Net County costs in this department are recommended to increase by \$455,091. Of this amount, \$198,000 is allocated to replace equipment used in ambulances and to upgrade the computer aided dispatch hardware and servers. Another \$190,000 is proposed to upgrade software in the 911 Center that is required due to changes made by the State's VIPER communication network.

- **Sheriff's Office – Deputy Sheriff I Positions**

The net cost of Sheriff's Office budget is recommended to increase by \$727,614. Over the last fiscal year, the Human Resources Department reviewed all of the positions in the Sheriff's Office for appropriate classification and compensation. This resulted in an upgrade for a variety of positions in the Sheriff's Office including deputies and detention officers. The annualized cost of those upgrades is represented in this budget.

Outside Agencies and Fire Districts

The County received requests from Outside agencies totaling \$1,923,289. Based on the theme of this year's budget, most outside agencies are recommended to receive the same funding as they did last year. The Budget recommends approving the additional funding requests of seven agencies that will likely be involved in the response to or impacted by COVID-19.

- Interfaith Council – increase of \$69,397
- Orange Congregations in Mission – increase of \$13,965
- Meals on Wheels – increase of \$27,488 reallocated due to merger with Orange County Rural Alliance
- Pathways to Change – a new domestic violence program – increase of \$4,351
- Compass Center for Women and Families – increase of \$12,751

The total Outside Agency budget recommended for FY2020-21 is \$1.54 million which is consistent with the goal established by the Board of County Commissioners to allocate 1.2% of general fund expenses, not including education, to outside agencies. The Recommended Budget for FY2020-21 allocates 1.23% of general fund expenses to outside agencies.

Two (2) Fire Districts requested modifications to their District tax rates. The table below shows each District's current tax rate and the increases requested over that rate.

Fire Districts' Recommendations for FY 2020-21

District	Approved Tax Rate for FY2019-20	Recommended Tax Rate for FY2020-21	Recommended FY 2020-21 Tax Rate Change
Cedar Grove	8.10	8.10	0.00
Chapel Hill	14.91	14.91	0.00
Damascus	10.80	10.80	0.00

Efland	6.78	6.78	0.00
Eno	9.68	9.68	0.00
Little River	5.92	5.92	0.00
New Hope	9.94	10.67	0.73
Orange Grove	6.81	6.81	0.00
Orange Rural	9.15	9.48	0.33
South Orange	9.68	9.68	0.00
Southern Triangle	10.80	10.80	0.00
White Cross	12.37	12.37	0.00
<i>Note: All tax rates reflect cents per \$100 valuation</i>			

Emergency Financial Measures

As noted throughout this document, the financial impact related to COVID-19 is expected to be abrupt and severe. As the pandemic struck, the County's long range financial plan indicated a tax rate increase of 1.63 cents to pay for increasing debt service. Including that increase in this year's financial plan was not prudent, so those resources were replaced with several emergency financial measures.

- **Fund Balance Appropriation**

Part of the long range financial plan also calls for a decrease in the amount of fund balance that is applied to balance the budget each year. Contrary to that advice, the fund balance appropriation is increased from \$7.8 million in FY2019-20 to \$8.3 million in FY2020-21

- **Capital Reserve Funds for Deferred Maintenance and School Debt**

The Capital Reserve is the area of the budget where excess bond funds are budgeted. The reserve can be used to build up funds to smooth short term increases in debt service. It is also used to account for bond premium that is earned on general obligation bonds. The FY2020-21 Budget uses \$3 million of the remaining bond premium from the first general obligation bond for schools. The Budget also anticipates earning another \$1 million in bond premium from the 2020 series of general obligation bonds for schools. That additional \$1 million is applied to school debt service.

- **Fund Transfers**

The general fund has a policy that prescribes the amount of unassigned fund balance that must be funded from year to year. Other funds, such as the Solid Waste fund, are allowed to accumulate fund balance to pay for large pieces of equipment instead of borrowing funds for those replacements. The Solid Waste Fund currently has an unassigned balance of \$5.3 million. The FY2020-21 Budget recommends transferring \$475,000 to the general fund.

The Article 46 Sales Tax fund also accumulated a fund balance as sales tax collections began before spending on initiatives started. The current unassigned balance in the Article 46 Sales Tax fund is \$1.2 million. This budget applies \$516,212 of that balance to offset the cost of the Economic Development Department next year.

Finally, the health and dental insurance fund included money to pay expected run out claims as the County transitioned to the NCHIP insurance pool. Not all of those funds were required to pay claims, so this budget transfers the remaining \$475,000 from the health and dental fund to the general fund.

Some of these sources will not be available next year, so they must be replaced by other revenues or reductions in expenditures. As a result, the FY2020-21 Budget is the first phase of a multiyear financial strategy to emerge from the effects of the COVID-19 pandemic.

Fund Balance Appropriation and Status of the General Fund

The Budget recommends a total fund balance appropriation of approximately \$8.3 million which represents an increase of \$500,000 compared to FY2019-20 when \$7.8 million in fund balance was required to balance the operating budget.

The Board of Commissioners has established a general fund reserve policy of maintaining at least sixteen percent (16%) of total of budgeted general fund operating expenditures as unassigned fund balance. Based on the appropriations contained in the Recommended Operating Budget, the unassigned portion of the general fund is projected to be 16% or \$35.6 million.

Next Steps and Appreciation

More than ever, developing the operating and capital budgets is a team effort. Departments submitted their initial budget requests in February using a set of guidelines that would have allowed for small increases in overall spending. In April, those guidelines were replaced by directions to develop options to reduce the amount of County funds the department received in the prior year. Each of the department directors and their respective budget teams submitted a variety of creative ideas and proposals that reflect the anticipated impacts of COVID-19 while preserving core services to the residents of Orange County.

The County's Finance and Administrative Services team led by Chief Financial Officer Gary Donaldson and Deputy Finance Director Paul Laughton and supported by Allen Coleman, Chaz Offenburg, and Kirk Vaughn provided the highest quality technical support throughout the process. Their advice, professionalism, and responsiveness shaped and produced the document we are presenting today for the Board's consideration.

As you know, two (2) public hearings and four (4) work sessions are scheduled for consideration of the FY2020-21 Budget. Final adoption of the Budget is currently scheduled for June 16. I look forward to working with you over the next several weeks to improve upon the Manager's Recommended Budget. Please contact me or the Deputy Manager if you have any questions.

How to Read the Budget Document

The operating budget is divided into 40 sections separated by tabs.

- The first two sections, the *Manager's Message* and *Budget Summaries* provide an overview of the Annual Operating Budget.
- The next thirty-eight sections, starting with *Aging* and ending with *Transfers*, includes sections for the Capital Investment Plan, Courts, Education, Fire Districts, Non-Departmental, Outside Agencies and Sportsplex.
- The *Capital Investment Plan* section includes the FY2020-25 Manager's Recommended Capital Investment Plan and lists all capital project summaries.
- The *Appendix* contains supplemental information to help the reader understand terminology used in the document. Examples of information in this section include *Employee Pay and Benefits* and the *Proposed Fee Schedule*.

Appropriations are made at the functional level. *Function Summaries* are included within the Budget Summaries section of the document. This gives the reader a brief summary of departmental funding levels.

Function Summary

Human Services Summary							
	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved	
By Department (General Fund)							
Child Support Enforcement	\$ 900,365	\$ 886,633	\$ 908,355	\$ 896,900	\$ 962,273	\$ 949,273	
Cooperative Extension	\$ 478,058	\$ 445,064	\$ 413,536	\$ 337,743	\$ 380,584	\$ 390,584	
Department of Social Services	\$ 21,348,473	\$ 19,097,031	\$ 18,540,035	\$ 17,896,885	\$ 18,345,443	\$ 18,565,213	
Department on Aging	\$ 1,468,394	\$ 1,670,748	\$ 1,398,611	\$ 1,486,987	\$ 1,424,122	\$ 1,418,352	
Health Department	\$ 6,923,180	\$ 7,067,751	\$ 7,061,798	\$ 7,067,332	\$ 7,333,481	\$ 7,207,231	
Housing and Community Develop	\$ 346,320	\$ 307,948	\$ 284,404	\$ 268,381	\$ 282,673	\$ 282,673	
Non-Departmental	\$ 1,922,034	\$ 1,781,108	\$ 1,686,808	\$ 1,676,808	\$ 1,892,583	\$ 1,596,532	
Orange Public Transportation	\$ 1,037,244	\$ 1,151,654	\$ 741,238	\$ 993,544	\$ 745,085	\$ 745,085	
Orange-Person-Chatham Area Pr	\$ 1,372,338	\$ 1,372,352	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973	\$ 1,370,973	
Total Function Expenditures	\$ 35,796,408	\$ 33,780,287	\$ 32,405,758	\$ 31,995,553	\$ 32,737,217	\$ 32,525,916	
Offsetting Revenue	(\$ 17,016,418)	(\$ 18,144,305)	(\$ 16,570,501)	(\$ 16,530,233)	(\$ 16,426,764)	(\$ 16,450,399)	
County Costs (net)	\$ 18,779,990	\$ 15,635,983	\$ 15,835,257	\$ 15,465,320	\$ 16,310,453	\$ 16,075,517	
Other Related Programs (Grant Fund)							
Department of Social Services	\$ 243,160	\$ 216,164	\$ 222,447	\$ 234,090	\$ 216,845	\$ 216,845	
Department on Aging	\$ 147,765	\$ 145,065	\$ 97,079	\$ 153,437	\$ 98,604	\$ 98,604	
Health Department	\$ 199,299	\$ 225,463	\$ 227,991	\$ 222,576	\$ 221,900	\$ 221,900	
Total Expenditures	\$ 590,224	\$ 586,693	\$ 547,517	\$ 610,102	\$ 537,349	\$ 537,349	
Offsetting Revenue	(\$ 527,797)	(\$ 528,847)	(\$ 477,828)	(\$ 558,733)	(\$ 450,635)	(\$ 466,135)	
County Costs (net)	\$ 62,427	\$ 57,846	\$ 69,689	\$ 51,369	\$ 86,714	\$ 71,214	
Housing and Community Development Fund							
Housing and Community Develop	\$ 4,276,116	\$ 4,422,240	\$ 4,683,449	\$ 4,418,303	\$ 4,685,180	\$ 4,685,180	
Total Expenditures	\$ 4,276,116	\$ 4,422,240	\$ 4,683,449	\$ 4,418,303	\$ 4,685,180	\$ 4,685,180	
Offsetting Revenue	(\$ 4,106,369)	(\$ 4,352,164)	(\$ 4,683,449)	(\$ 4,333,037)	(\$ 4,598,183)	(\$ 4,598,183)	
County Costs (net)	\$ 169,748	\$ 70,077	\$ 0	\$ 85,266	\$ 86,997	\$ 86,997	
Total Human Services and Related Expenditures	\$ 40,662,748	\$ 38,789,221	\$ 37,636,724	\$ 37,023,958	\$ 37,959,746	\$ 37,748,445	

Function Summary summarizes fiscal information at the function level.

Compares budgeted revenues and expenditures to the original and estimated year-end expenditures in addition to two years of historical spending.

Total Functional Expenditures.

Offsetting revenue associated with activities of the departments/ programs, within the function.

Programs or activities appropriated in funds other than the General Fund. Appropriations for these programs are done by separate project ordinances.

Department/Program Budget Page

Each department/program has a budget page that gives the reader a general description of the department or program, and projected outcomes for the upcoming budget year. *Outcomes* are performance expectations stated in quantitative and qualitative terms. *Measures* provide the reader with historical workload and performance indicators for each department/program. *Budget Highlights* explain budget fluctuations or other relevant information pertaining to the department or program. For the larger departments with several divisions, the budget also contains a summary page of that department.

Financial Services

	2008-09 Actual Expenditures	2009-10 Actual Expenditures	2010-11 Original Budget	2010-11 12-Month Estimate	2011-12 Department Requested	2011-12 Commissioner Approved
By Category (General Fund)						Account: 2200
Personnel Services	\$ 750,017	\$ 827,120	\$ 703,367	\$ 723,160	\$ 878,234	\$ 878,234
Operations	\$ 176,999	\$ 164,661	\$ 163,675	\$ 148,933	\$ 173,426	\$ 173,426
Capital Outlay	\$ 0	\$ 1,540	\$ 0	\$ 0	\$ 0	\$ 0
Total Expenditures	\$ 927,016	\$ 993,320	\$ 867,042	\$ 872,093	\$ 1,051,660	\$ 1,051,660
County Costs (net)	\$ 927,016	\$ 993,320	\$ 867,042	\$ 872,093	\$ 1,051,660	\$ 1,051,660
Total Financial Services and Related Expenditures	\$ 927,016	\$ 993,320	\$ 867,042	\$ 872,093	\$ 1,051,660	\$ 1,051,660

Department/Program Budget Page provides general description of department.

Provides current and historical fiscal information for each category: Personnel Services, Operations, and Capital Outlay.

Major Services

- Accounting and fiscal control in accordance with Generally Accepted Accounting Principles (GAAP) and North Carolina General Statutes to ensure sound financial condition is maintained
- Revenues properly deposited and reported and sufficient cash on
- Prompt and efficient payment of all County Obligations
- Accurate and timely payroll processing for all County employees

Associated activities to this program are shown as a cross-reference when applicable. These expenditures are made elsewhere in the budget. Not on this particular page.

FY 2010-11 Outcomes

- Debt service on bonds and installment purchases is met with 100 percent accuracy. No penalties for late payment.
- Maintain excellent credit rating through sound financial policies and practices and strong financial condition.
- Monitor debt to ensure compliance with debt management policy.
- Increase the bond ratings from Moody's and Standards and Poors to Aa1 and AA+ respectively.
- Audit and financial statements completed as required by the Local Government Commission.

Major Services - general description of the services of the department.

Outcomes and Measures - measure the success and performance of the department, over time.

Outcome Measures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2010-11 Estimate	2011-12 Projected
Unassigned Fund Balance percent of General Fund Expenditures	12%	12.1%	12.1%	16%	16%
Percent of time Payroll Completed two days prior to payday	100%	100%	100%	100%	100%

FY 2011-12 Fiscal Year Objectives

- Complete the County's Comprehensive Annual Financial Report by October 31, 2011.
- Fund balance meets budgeted goals of 10 percent or greater.
- Monitor financial transactions to insure compliance with Fiscal Control Act, taking corrective action when necessary resulting in no more than two finance related management points, and retain the GFOA Certificate of Achievement for Excellence in Financial Reporting.
- Ensure timely payment of debt service. Plan, execute and oversee debt issuance to comply with the Fiscal Control Act and ensure fund availability for designated capital projects.

Budget Highlights

- Held vacant Financial Services Coordinator position open for 9 months generating \$18,913 in savings, and held vacant the Budget and Management Analyst I position open for 10 months generating \$19,962.
- Increased the bonded debt ratings for Moody's and S&P to Aa1 and AA+ respectively
- Issued the CAFR by October 31, 2010 and resolved all of the audit findings from the prior three fiscal years.

Budget Highlights - describes significant budget changes, during the current and upcoming fiscal year.

Fund Structure

The accounts of the County are organized on the basis of funds or account groups with each fund constituting a separate accounting entity. The operations of each fund are accounted for by providing a separate set of self-balancing accounts reflecting its assets, liabilities, fund balance, revenues and expenditures. The funds of the County are created because of the diverse nature of governmental operations and the necessity of complying with legal provisions. Orange County has three broad fund categories: governmental, proprietary and fiduciary. Only two of these, governmental and proprietary, are included in this document.

Government Funds

These funds account for expendable financial resources other than those accounted for in proprietary and fiduciary funds. Most of Orange County's functions are included in this fund type. The modified accrual basis of accounting is used in this fund.

"Basis of accounting" refers to criteria for determining when revenues and expenditures are recorded in the accounting system. The "modified accrual basis" requires that expenditures be recorded when a liability is incurred (time of receipt) for goods or services provided to the County. The expenditure is usually recorded before the funds are disbursed. This type of accounting also requires that most revenues be recorded when they are actually received. The modified accrual basis of accounting helps to keep financial practices on a conservative footing; expenditures are recorded as soon as the liabilities for them are incurred, and most revenues are not recorded until they have actually been received in cash.

The County's individual governmental funds include:

- **General Fund** - the general operating fund of the County, which accounts for normal recurring County activities such as education, human services, public safety, etc. These activities are funded by revenue sources such as property tax, sales tax, charges for services, etc.
- **Special Revenue Funds** - account for the proceeds of specific revenue sources (other than major capital projects) that require separate accounting because of legal restrictions or administrative action. Special revenue funds in Orange County include: Grant Projects Fund, Community Development Fund, Fire Districts Fund, Visitors Bureau Fund, Housing (Section 8) Fund, E911 Fund and Article 46 Sales Tax Fund.
- **Capital Projects Funds** - account for all resources used for acquisition, construction, or renovation of major capital facilities of Orange County, as well as Orange County Schools and Chapel Hill-Carrboro City Schools. Capital project funds in Orange County include: County Capital Projects Fund and School Capital Projects Fund. Prior to July 1, 1993, several funds were used to account for capital projects.

Proprietary Funds

These funds account for operations, which are similar to those found in the private sector because net income is determined in these funds. The accrual basis of accounting is used for this fund. In the accrual basis of accounting, revenues are recognized when they are earned and expenses are recognized when they are incurred. Orange County operates one type of proprietary funds:

- **Enterprise Funds** - account for operations that are intended to be self-supporting through charges made to users of services provided or where determination of net income is an important factor. Orange County presently has three enterprise funds, the Efland Sewer Enterprise Fund, the Solid Waste Enterprise Fund, and the Sportsplex Enterprise Fund.

Fiduciary Funds

These funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds. Since, by state statutes, these funds are not subject to appropriation by the Board of County Commissioners, these funds are not included in this document. The County's fiduciary funds include:

- **Agency Funds** account for assets held by the County as an agent for other governmental units. These monies are accounted for in essentially the same manner as governmental funds.
- **Non-expendable Trust Funds** account for assets, held by the County in a trustee capacity, which are designated for a particular purpose. These monies are accounted for basically in the same manner as proprietary funds.

Functions

The FY 2020-21 Manager's Recommended Budget includes the use of functional leadership teams consisting of the following functions: Community Services, General Government, Human Services, Public Safety, and Support Services. Each fund is further divided into functions, which represent the level of authorization by the governing board. Revenue categories/functions include Property Taxes, Sales Tax, Licenses and Permits, Intergovernmental, Charges for Services, Interest Income, Miscellaneous Income and Fund Balance. Orange County's appropriation functions include: Community Services, General Government, Human Services, Public Safety, Support Services, Education, Transfers to Other Funds, and Debt Service.

Departments/Programs

Each function is comprised of two or more departments, and each department may be further represented by a program. In this document, each department or program summary contains a program description, prior year accomplishments, coming year objectives, a budget summary by expenditure category, and offsetting revenues. For departments administering more than one program a department summary precedes the department's program summaries.

Basis of Budgeting

Budgetary accounting is used for management control of all funds of the County. Annual budget ordinances are adopted on the modified accrual basis at the fund level and amended as required for the operations of the general, special revenue, and proprietary funds.

The Comprehensive Annual Financial Report (CAFR) shows the County's finances on the basis of "generally accepted accounting principles" (GAAP). In most cases, this conforms to the way the County prepares its budget. Two exceptions are the treatment of depreciation expense and compensated absences. Depreciation is not budgeted but capital improvements in the CAFR are depreciated. Compensated absences are accrued as expenditures in the CAFR and are not included in the budget. The CAFR shows fund revenues and expenditures on both a GAAP basis and budgetary basis for comparison purposes.

Revenue by Category

Summary - General Fund

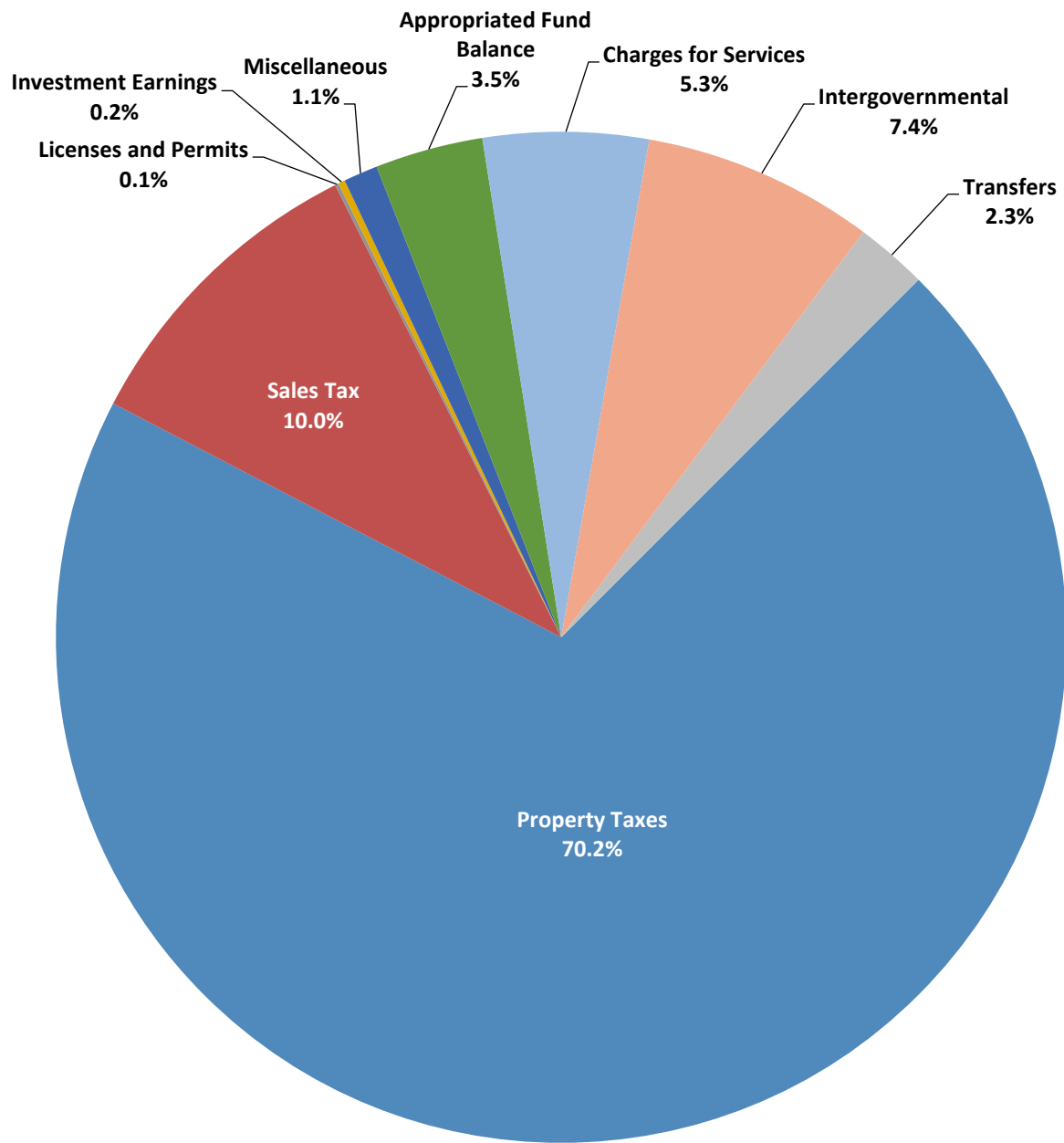
	2018-19 Actual Revenue	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Property Taxes						
Property Taxes	147,217,181	152,142,471	152,142,471	152,381,385	154,198,531	154,198,531
Motor Vehicles	10,526,329	10,770,627	10,770,627	11,011,107	11,175,116	11,175,116
Gross Receipts	95,976	80,000	80,000	97,200	82,400	82,400
Delinquent Taxes	526,624	1,100,000	1,100,000	1,015,000	1,155,000	1,155,000
Interest on Delinquent Taxes	507,470	500,000	500,000	493,500	520,000	520,000
Late List Penalties	86,060	100,000	100,000	89,200	103,000	103,000
Animal Taxes	173,581	185,000	185,000	175,096	185,000	185,000
Beer and Wine	240,640	275,833	275,833	260,000	275,833	275,833
Property Taxes Total	<u>\$159,373,861</u>	<u>\$165,153,931</u>	<u>\$165,153,931</u>	<u>\$165,522,488</u>	<u>\$167,694,880</u>	<u>\$167,694,880</u>
Sales Tax						
Article 39 One Cent	11,251,490	11,535,110	11,535,110	10,501,124	10,612,301	10,612,301
Article 40 Half Cent	7,880,950	8,067,555	8,067,555	8,133,635	7,704,515	7,704,515
Article 42 Half Cent	5,629,399	5,770,196	5,770,196	5,326,428	5,510,537	5,510,537
Article 44 Half Cent	197,469	0	0	103,732	0	0
Sales Tax Total	<u>\$24,959,307</u>	<u>\$25,372,861</u>	<u>\$25,372,861</u>	<u>\$24,064,919</u>	<u>\$23,827,353</u>	<u>\$23,827,353</u>
Licenses and Permits						
Privilege License	12,473	13,260	13,260	12,500	12,350	12,350
Franchise Fee	276,515	300,000	300,000	265,000	262,200	262,200
Licenses and Permits Total	<u>\$288,988</u>	<u>\$313,260</u>	<u>\$313,260</u>	<u>\$277,500</u>	<u>\$274,550</u>	<u>\$274,550</u>
Investment Earnings Total	<u>\$1,158,576</u>	<u>\$415,000</u>	<u>\$449,721</u>	<u>\$875,000</u>	<u>\$515,000</u>	<u>\$515,000</u>
Miscellaneous Total	<u>\$4,630,134</u>	<u>\$3,040,769</u>	<u>\$3,318,456</u>	<u>\$3,778,684</u>	<u>\$2,624,009</u>	<u>\$2,624,009</u>
Appropriated Fund Balance Total	<u>\$0</u>	<u>\$7,808,006</u>	<u>\$9,402,256</u>	<u>\$0</u>	<u>\$6,000,000</u>	<u>\$8,268,603</u>

Revenue by Category

Summary - General Fund

	2018-19 Actual Revenue	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Charges for Services						
Aging	100,751	80,100	87,100	100,682	96,800	81,800
Child Support Services	1,195	1,000	1,000	1,000	1,000	1,000
Planning & Inspections	1,575,211	1,578,488	1,578,488	1,908,647	1,685,625	1,517,063
Emergency Services	3,456,684	2,949,500	2,949,500	2,936,508	2,931,000	2,931,000
Health	1,631,674	1,870,886	1,870,886	1,454,265	1,586,200	1,526,287
Library	32,240	26,597	26,597	32,167	4,742	26,597
Register of Deeds	1,907,298	1,832,000	1,832,000	2,329,950	2,376,540	2,257,713
Sheriff	2,522,763	2,400,000	2,417,861	2,417,926	2,400,000	2,400,000
Tax Administration	369,093	368,701	368,701	481,093	368,701	368,701
Transportation	38,440	39,244	39,244	83,419	83,000	83,000
Other	1,485,529	1,558,317	1,567,138	1,468,411	1,477,684	1,451,929
Charges for Services Total	<u>\$13,120,877</u>	<u>\$12,704,833</u>	<u>\$12,738,515</u>	<u>\$13,214,068</u>	<u>\$13,011,292</u>	<u>\$12,645,090</u>
Intergovernmental						
Aging	714,538	719,610	764,981	675,678	714,177	714,177
Animal Services	227,259	273,029	273,029	273,029	286,924	286,924
Child Support Services	1,543,474	1,699,437	1,699,437	1,699,437	1,602,069	1,602,069
DEAPR	126,106	129,725	136,363	135,004	130,424	130,424
Emergency Services	17,760	47,761	47,761	47,761	32,761	47,761
Health	1,621,587	1,613,302	1,667,158	1,625,942	1,738,363	1,615,735
HRR	0	31,650	31,650	0	0	(0)
Library	104,527	100,000	109,680	107,680	100,000	100,000
Lottery Proceeds	1,493,643	0	260,000	260,000	0	0
Planning & Inspections	0	0	0	0	0	0
Sheriff	763,248	659,388	809,047	659,301	659,388	659,388
Social Services	9,417,597	9,740,402	9,987,903	9,632,800	10,084,147	10,026,947
Tax Administration	71,076	69,000	69,000	92,917	69,000	69,000
Transportation	831,729	1,912,958	1,912,958	1,061,964	1,191,810	1,191,810
Other	1,197,237	1,282,350	1,372,407	1,311,123	1,309,080	1,265,770
Intergovernmental Total	<u>\$18,129,781</u>	<u>\$18,278,612</u>	<u>\$19,141,374</u>	<u>\$17,582,636</u>	<u>\$17,918,143</u>	<u>\$17,710,005</u>
Transfers from Other Funds						
Health & Dental Fund	0	910,000	910,000	910,000	0	475,000
Impact Fees	1,600,000	112,000	112,000	112,000	0	(0)
Capital Reserve	150,000	3,000,000	3,000,000	4,097,662	3,000,000	4,000,000
County Capital	0	0	0	0	0	20,605
Solid Waste Enterprise Fund	0	0	0	0	0	475,000
Article 46 Fund	0	0	0	0	0	516,212
Drug Forfeiture Fund	25,000	0	0	0	0	0
Grant Projects	0	0	0	0	0	0
Jail Inmates	15,007	0	0	0	0	0
Other	12,600	12,600	12,600	12,600	0	(0)
Total	<u>\$1,802,607</u>	<u>\$4,034,600</u>	<u>\$4,034,600</u>	<u>\$5,132,262</u>	<u>\$3,000,000</u>	<u>\$5,486,817</u>
Total Revenue	\$223,464,130	\$237,121,872	\$239,924,974	\$230,447,557	\$234,865,227	\$239,046,307

General Fund Revenue by Category



Appropriations by Function

Summary - General Fund

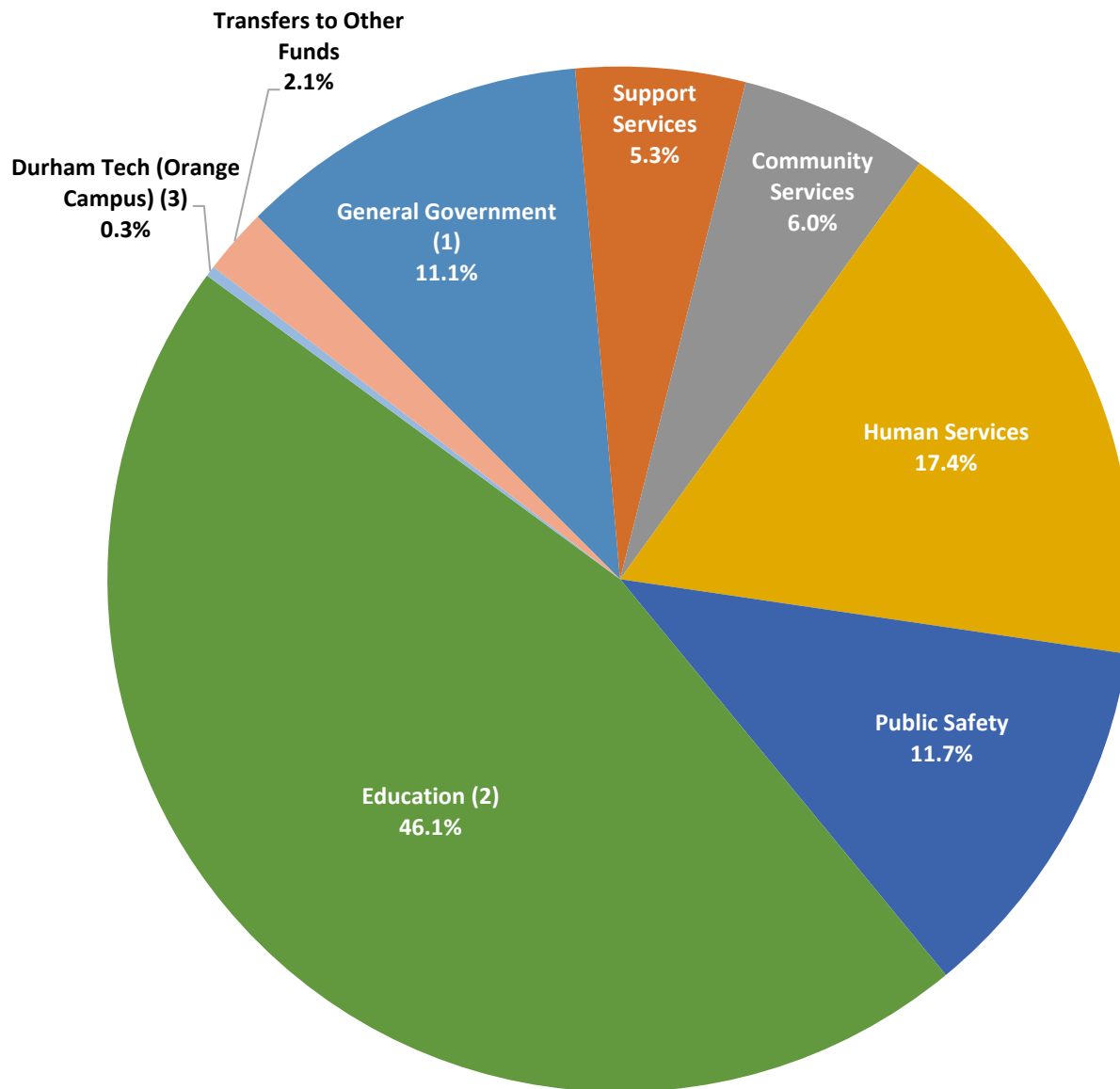
	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Community Services						
Animal Services	2,128,397	2,248,103	2,339,531	2,293,771	2,336,608	2,325,362
Cooperative Extension	358,155	400,402	403,652	355,370	400,402	398,902
Department of Environment, Agriculture, Parks & Recreation	4,034,462	4,043,083	4,179,497	3,847,796	4,150,438	4,056,712
Economic Development	465,733	531,085	562,838	457,704	525,893	516,212
Non-Departmental	539,882	472,382	501,721	446,914	542,776	468,376
Orange Public Transportation	1,719,068	3,385,810	3,432,260	2,866,484	3,900,637	3,257,048
Planning and Inspections	3,147,462	3,215,117	3,340,138	3,037,117	3,245,773	3,174,530
Recreation Municipal	125,108	125,108	125,108	125,108	125,108	125,108
Community Services Total	<u>\$12,518,267</u>	<u>\$14,421,090</u>	<u>\$14,884,745</u>	<u>\$13,430,264</u>	<u>\$15,227,634</u>	<u>\$14,322,250</u>
General Government						
Board of County Commissioners	959,378	986,129	1,025,243	955,840	1,000,110	987,832
Board of Elections	696,561	952,821	959,470	899,655	856,320	843,363
County Attorney's Office	597,439	676,032	686,365	655,891	673,032	666,764
County Manager's Office	2,379,335	2,998,025	3,095,955	2,633,917	3,121,294	2,946,480
Non-Departmental	385,847	105,000	106,800	291,690	105,000	105,000
Register of Deeds	1,010,351	1,015,308	1,030,560	1,029,030	1,112,302	1,093,958
Tax Administration	3,678,542	3,823,452	3,945,692	3,697,207	3,959,904	3,895,052
General Government Total	<u>\$9,707,453</u>	<u>\$10,556,767</u>	<u>\$10,850,085</u>	<u>\$10,163,230</u>	<u>\$10,827,962</u>	<u>\$10,538,449</u>
Public Safety						
Courts	38,710	68,500	80,980	75,346	61,000	61,000
Criminal Justice Resource Dept.	615,543	700,654	735,625	703,220	865,986	735,949
Emergency Services	10,054,843	11,380,019	11,672,267	10,495,994	12,869,995	11,816,610
Non-Departmental	424,843	417,832	466,033	392,310	516,939	576,939
Sheriff	13,361,007	14,076,091	14,584,234	14,588,121	14,798,151	14,803,705
Public Safety Total	<u>\$24,494,946</u>	<u>\$26,643,096</u>	<u>\$27,539,139</u>	<u>\$26,254,991</u>	<u>\$29,112,071</u>	<u>\$27,994,203</u>
Human Services						
Cardinal Innovations MOE	756,960	1,050,187	1,014,679	837,394	945,187	945,187
Child Support Services	1,042,666	1,118,127	1,134,027	1,101,067	1,128,396	1,120,396
Department of Social Services	18,881,536	20,319,204	21,163,735	18,800,517	21,198,093	21,351,429
Department on Aging	2,420,338	2,304,196	2,601,018	2,448,666	2,227,454	2,192,238
Health Department	10,290,508	10,608,199	10,979,758	9,562,776	10,777,396	10,461,605
Housing & Community Development	189,506	333,995	373,064	324,987	368,762	418,275
Human Rights	287,048	344,031	348,946	312,771	385,214	444,427
Library Services	2,384,632	2,443,338	2,496,753	2,406,758	2,553,912	2,483,318
Library Municipal	568,839	568,839	568,839	568,839	568,839	568,839
Non-Departmental	1,053,008	1,732,790	1,597,292	1,342,942	2,216,933	1,585,918
Human Services Total	<u>\$37,875,040</u>	<u>\$40,822,906</u>	<u>\$42,278,110</u>	<u>\$37,706,717</u>	<u>\$42,370,186</u>	<u>\$41,571,632</u>

Appropriations by Function

Summary - General Fund

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Education						
Current Expenses	84,957,670	88,820,720	88,820,720	88,820,720	97,383,870	88,829,114
Durham Tech (Orange Campus)	730,144	798,256	798,256	798,256	852,954	798,256
School Health & Safety Contracts	3,532,448	3,629,597	3,629,597	2,722,198	3,629,597	3,629,597
Deferred Maintenance	1,468,077	0	0	0	0	0
Staff Bonuses – OCS	0	0	0	0	1,027,000	0
School Equity Training	0	260,000	260,000	214,573	0	0
Education Total	<u>\$90,688,339</u>	<u>\$93,508,573</u>	<u>\$93,508,573</u>	<u>\$92,555,747</u>	<u>\$102,893,421</u>	<u>\$93,256,967</u>
Support Services						
Asset Management Services	5,783,078	4,821,645	5,420,563	4,734,532	5,797,064	5,337,736
Community Relations	280,266	288,826	307,983	273,816	295,088	289,588
Finance and Administrative Services	1,440,617	1,534,718	1,671,970	1,584,281	1,624,726	1,606,253
Human Resources	956,859	1,002,957	1,034,443	1,003,710	1,043,567	1,006,264
Information Technologies	3,758,444	4,076,614	4,238,458	3,679,140	3,891,997	3,846,104
Non-Departmental	421,300	740,602	(391,218)	208,361	1,712,176	687,264
Support Services Total	<u>\$12,640,563</u>	<u>\$12,465,362</u>	<u>\$12,282,198</u>	<u>\$11,483,840</u>	<u>\$14,364,618</u>	<u>\$12,773,209</u>
Non-Departmental						
Debt Service	29,518,666	30,754,428	30,754,428	30,754,428	33,620,704	33,620,704
Transfers to Other Funds	5,027,946	7,949,650	8,082,650	8,082,650	5,271,813	4,968,893
Non-Departmental Total	<u>\$34,546,612</u>	<u>\$38,704,078</u>	<u>\$38,837,078</u>	<u>\$38,837,078</u>	<u>\$38,892,517</u>	<u>\$38,589,597</u>
Total Expenditures	<u>\$222,471,220</u>	<u>\$237,121,872</u>	<u>\$240,179,927</u>	<u>\$230,431,867</u>	<u>\$253,688,410</u>	<u>\$239,046,307</u>

General Fund Appropriation by Functional Leadership Team



(1) Includes County debt service.

(2) Includes CHCCS and OCS current expenses, debt service, short-and long-range capital, health and safety contracts.

(3) Includes Durham Technical Community College's current and recurring capital expenses.

Community Services

Summary

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
By Department (General Fund)						
Animal Services	2,128,397	2,248,103	2,339,531	2,293,771	2,336,608	2,325,362
Cooperative Extension	358,155	400,402	403,652	355,370	400,402	398,902
Department of Environment, Agriculture, Parks and Recreation	4,034,462	4,043,083	4,179,497	3,847,796	4,150,438	4,056,712
Economic Development	465,733	531,085	562,838	457,704	525,893	516,212
Non-Departmental	539,882	472,382	501,721	446,914	542,776	468,376
Orange Public Transportation	1,719,068	3,385,810	3,432,260	2,866,484	3,900,637	3,257,048
Planning and Inspections	3,147,462	3,215,117	3,340,138	3,037,117	3,245,773	3,174,530
Recreation Municipal	125,108	125,108	125,108	125,108	125,108	125,108
Total Function Expenditures	\$12,518,267	\$14,421,090	\$14,884,745	\$13,430,264	\$15,227,634	\$14,322,250
<i>Offsetting Revenue</i>	<i>(3,746,689)</i>	<i>(4,903,171)</i>	<i>(4,994,417)</i>	<i>(4,420,532)</i>	<i>(4,331,902)</i>	<i>(4,679,552)</i>
County Costs (net)	\$8,771,578	\$9,517,919	\$9,890,328	\$9,009,732	\$10,895,732	\$9,642,698
Other Funds						
Spay/Neuter Fund	86,084	71,726	96,851	92,296	82,350	82,350
Efland Sewer Fund	240,531	480	480	480	480	480
Department of Environment, Agriculture, Parks and Recreation	25,000	0	0	0	0	0
Solid Waste Operating Fund	10,978,521	11,884,383	12,576,402	11,752,911	12,204,984	12,092,884
Solid Waste Renewal and Replacement Fund	2,320,009	2,296,144	2,296,144	2,296,144	2,939,664	2,368,764
Visitors Bureau	1,842,376	1,700,404	2,140,704	1,725,990	1,434,126	1,415,126
Total Expenditures	\$15,492,521	\$15,953,137	\$17,110,581	\$15,867,821	\$16,661,604	\$15,959,604
<i>Offsetting Revenue</i>	<i>(12,928,004)</i>	<i>(14,019,108)</i>	<i>(15,097,228)</i>	<i>(14,509,180)</i>	<i>(14,981,927)</i>	<i>\$ (15,279,776)</i>
County Costs (net)	\$2,564,518	\$1,934,029	\$2,013,353	\$1,358,642	\$1,679,677	\$679,828
Total Community Services Related Expenditures	\$28,010,788	\$30,374,227	\$31,995,325	\$29,298,085	\$31,889,238	\$30,281,854

Education

Summary

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
By Department (General Fund)						
Current Expenses	84,957,670	88,820,720	88,820,720	88,820,720	97,383,870	88,829,114
Fair Funding	0	0	0	0	0	0
Durham Tech (Orange Campus)	730,144	798,256	798,256	798,256	852,954	798,256
Recurring Capital	0	0	0	0	0	0
Deferred Maintenance	1,468,077	0	0	0	0	0
One-Time Discretionary Funding	0	0	0	0	0	0
School Health & Safety Contracts	3,532,448	3,629,597	3,629,597	2,722,198	3,629,597	3,629,597
School Equity Training	0	260,000	260,000	214,573	0	0
Total Function Expenditures	<u>\$90,688,339</u>	<u>\$93,508,573</u>	<u>\$93,508,573</u>	<u>\$92,555,747</u>	<u>\$101,866,421</u>	<u>\$93,256,967</u>
County Costs (net)	<u>\$90,688,339</u>	<u>\$93,508,573</u>	<u>\$93,508,573</u>	<u>\$92,555,747</u>	<u>\$101,866,421</u>	<u>\$93,256,967</u>
Total Education Related Expenditures	<u>\$90,688,339</u>	<u>\$93,508,573</u>	<u>\$93,508,573</u>	<u>\$92,555,747</u>	<u>\$101,866,421</u>	<u>\$93,256,967</u>

General Government

Summary

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
By Department (General Fund)						
Board of County Commissioners	959,378	986,129	1,025,243	955,840	1,000,110	987,832
Board of Elections	696,561	952,821	959,470	899,655	856,320	843,363
County Attorney's Office	597,439	676,032	686,365	655,891	673,032	666,764
County Manager's Office	2,379,335	2,998,025	3,095,955	2,633,917	3,121,294	2,946,480
Non-Departmental	385,847	105,000	106,800	291,690	105,000	105,000
Other Related County Support	0	0	0	0	0	0
Register of Deeds	1,010,351	1,015,308	1,030,560	1,029,030	1,112,302	1,093,958
Tax Administration	3,678,542	3,823,452	3,945,692	3,697,207	3,959,904	3,895,052
Total Function Expenditures	<u>\$9,707,453</u>	<u>\$10,556,767</u>	<u>\$10,850,085</u>	<u>\$10,163,230</u>	<u>\$10,827,962</u>	<u>\$10,538,449</u>
<i>Offsetting Revenue</i>	<i>(2,621,475)</i>	<i>(2,724,939)</i>	<i>(2,748,339)</i>	<i>(3,295,594)</i>	<i>(3,129,564)</i>	<i>(2,967,427)</i>
County Costs (net)	<u>\$7,085,978</u>	<u>\$7,831,828</u>	<u>\$8,101,746</u>	<u>\$6,867,636</u>	<u>\$7,698,398</u>	<u>\$7,571,022</u>
Grant and Visitors Bureau Funds						
County Manager's Office - Arts Commission	208,052	211,168	219,269	232,877	229,713	225,199
County Manager's Office - Food Council	0	0	0	0	0	72,629
Total Expenditures	<u>\$208,052</u>	<u>\$211,168</u>	<u>\$219,269</u>	<u>\$232,877</u>	<u>\$229,713</u>	<u>\$297,828</u>
<i>Offsetting Revenue</i>	<i>(43,603)</i>	<i>(36,703)</i>	<i>(44,804)</i>	<i>(40,903)</i>	<i>(36,963)</i>	<i>(81,267)</i>
County Costs (net)	<u>\$164,449</u>	<u>\$174,465</u>	<u>\$174,465</u>	<u>\$191,974</u>	<u>\$192,750</u>	<u>\$216,561</u>
Total General Government Related Expenditures	<u>\$9,915,505</u>	<u>\$10,556,767</u>	<u>\$10,850,085</u>	<u>\$10,163,230</u>	<u>\$10,827,962</u>	<u>\$10,538,449</u>

Human Services

Summary

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
By Department (General Fund)						
Cardinal Innovations MOE	756,960	1,050,187	1,014,679	837,394	945,187	945,187
Child Support Services	1,042,666	1,118,127	1,134,027	1,101,067	1,128,396	1,120,396
Department of Social Services	18,881,536	20,319,204	21,163,735	18,800,517	21,198,093	21,351,429
Department on Aging	2,420,338	2,304,196	2,601,018	2,448,666	2,227,454	2,192,238
Health Department	10,290,508	10,608,199	10,979,758	9,562,776	10,777,396	10,461,605
Housing and Community Development	189,506	333,995	373,064	324,987	368,762	418,275
Human Rights	287,048	344,031	348,946	312,771	385,214	444,427
Library Services	2,384,632	2,443,338	2,496,753	2,406,758	2,553,912	2,483,318
Library Municipal	568,839	568,839	568,839	568,839	568,839	568,839
Non-Departmental	1,053,008	1,732,790	1,597,292	1,342,942	2,216,933	1,585,918
Total Function Expenditures	\$37,875,040	\$40,822,906	\$42,278,110	\$37,706,717	\$42,370,186	\$41,571,632
<i>Offsetting Revenue</i>	<i>(15,411,070)</i>	<i>(16,416,540)</i>	<i>(16,954,848)</i>	<i>(15,771,744)</i>	<i>(16,210,193)</i>	<i>(15,977,307)</i>
County Costs (net)	\$22,463,970	\$24,406,366	\$25,323,262	\$21,934,973	\$26,159,993	\$25,594,325
Other Related Programs (Grant Fund)						
Library Services	81,198	94,765	94,766	94,767	56,000	77,177
Aging - Senior Wellness	177,726	141,464	163,155	150,062	149,345	149,095
Aging - Master Aging Plan	0	0	0	0	0	175,000
Total Expenditures	\$258,924	\$236,229	\$257,921	\$244,829	\$205,345	\$401,272
<i>Offsetting Revenue</i>	<i>(195,244)</i>	<i>(179,186)</i>	<i>(200,876)</i>	<i>(184,793)</i>	<i>(112,500)</i>	<i>(326,177)</i>
County Costs (net)	\$63,680	\$57,043	\$57,045	\$60,036	\$92,845	\$75,095
Housing & Community Development Funds						
Housing and Community Dev.	5,459,903	6,146,868	8,500,065	5,606,505	6,114,391	5,874,812
Total Expenditures	\$5,459,903	\$6,146,868	\$8,500,065	\$5,606,505	\$6,114,391	\$5,874,812
<i>Offsetting Revenue</i>	<i>(5,065,974)</i>	<i>(4,779,905)</i>	<i>(7,666,768)</i>	<i>(5,052,664)</i>	<i>(4,922,747)</i>	<i>(4,917,996)</i>
County Costs (net)	\$555,740	\$1,366,963	\$1,866,604	\$1,448,350	\$1,191,644	\$956,816
Total Human Services Related Expenditures	\$43,593,867	\$47,206,003	\$51,036,096	\$43,558,051	\$48,689,922	\$47,847,716

Non-Departmental

Summary

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
By Department (General Fund)						
Debt Service	29,518,666	30,754,428	30,754,428	30,754,428	33,620,704	33,620,704
Transfers to Other Funds	5,027,946	7,949,650	8,082,650	8,082,650	5,271,813	4,968,893
Total Function Expenditures	<u>\$34,546,612</u>	<u>\$38,704,078</u>	<u>\$38,837,078</u>	<u>\$38,837,078</u>	<u>\$38,892,517</u>	<u>\$38,589,597</u>
<i>Offsetting Revenue</i>	<i>(3,528,407)</i>	<i>(4,034,600)</i>	<i>(4,289,553)</i>	<i>(4,034,600)</i>	<i>(3,000,000)</i>	<i>(5,496,498)</i>
County Costs (net)	\$31,018,205	\$34,669,478	\$34,547,525	\$34,802,478	\$35,892,517	\$33,093,099
 Total Non-Departmental Related Expenditures	 \$34,546,612	 \$38,704,078	 \$38,837,078	 \$38,837,078	 \$38,892,517	 \$38,589,597

Public Safety

Summary

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
By Department (General Fund)						
Criminal Justice Resource Dept.	615,543	700,654	735,625	703,220	865,986	735,949
Courts	38,710	68,500	80,980	75,346	61,000	61,000
Emergency Services	10,054,843	11,380,019	11,672,267	10,495,994	12,869,995	11,816,610
Non-Departmental	424,843	417,832	466,033	392,310	516,939	576,939
Sheriff	13,361,007	14,076,091	14,584,234	14,588,121	14,798,151	14,803,705
Total Function Expenditures	<u>\$24,494,946</u>	<u>\$26,643,096</u>	<u>\$27,539,139</u>	<u>\$26,254,991</u>	<u>\$29,112,071</u>	<u>\$27,994,203</u>
<i>Offsetting Revenue</i>	<i>(7,637,603)</i>	<i>(6,956,709)</i>	<i>(7,214,886)</i>	<i>(6,989,962)</i>	<i>(6,893,573)</i>	<i>(6,908,573)</i>
County Costs (net)	<u>\$16,857,343</u>	<u>\$19,686,387</u>	<u>\$20,324,253</u>	<u>\$19,265,029</u>	<u>\$22,218,498</u>	<u>\$21,085,630</u>
Grant and Emergency Telephone Funds						
CJRD - Renetry Council Grant	150,000	150,000	150,000	136,312	150,000	150,000
Emergency Services	1,341,824	768,078	782,023	755,194	755,471	755,471
Total Expenditures	<u>\$1,491,824</u>	<u>\$918,078</u>	<u>\$932,023</u>	<u>\$891,506</u>	<u>\$905,471</u>	<u>\$905,471</u>
<i>Offsetting Revenue</i>	<i>(895,018)</i>	<i>(918,078)</i>	<i>(932,023)</i>	<i>(891,506)</i>	<i>(905,471)</i>	<i>(905,471)</i>
County Costs (net)	<u>\$596,806</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total Public Safety Related Expenditures	<u>\$25,986,770</u>	<u>\$27,561,174</u>	<u>\$28,471,162</u>	<u>\$27,146,497</u>	<u>\$30,017,542</u>	<u>\$28,899,674</u>

Support Services

Summary

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
By Department (General Fund)						
Asset Management Services	5,783,078	4,821,645	5,420,563	4,734,532	5,797,064	5,337,736
Community Relations	280,266	288,826	307,983	273,816	295,088	289,588
Finance and Administrative Services	1,440,617	1,534,718	1,671,970	1,584,281	1,624,726	1,606,253
Human Resources	956,859	1,002,957	1,034,443	1,003,710	1,043,567	1,006,264
Information Technologies	3,758,444	4,076,614	4,238,458	3,679,140	3,891,997	3,846,104
Non-Departmental	421,300	740,602	(391,218)	208,361	1,712,176	687,264
Total Function Expenditures	<u>\$12,640,563</u>	<u>\$12,465,362</u>	<u>\$12,282,198</u>	<u>\$11,483,840</u>	<u>\$14,364,618</u>	<u>\$12,773,209</u>
<i>Offsetting Revenue</i>	<i>(325,525)</i>	<i>(351,507)</i>	<i>(354,507)</i>	<i>(334,862)</i>	<i>(301,864)</i>	<i>(301,864)</i>
County Costs (net)	<u>\$12,315,038</u>	<u>\$12,113,855</u>	<u>\$11,927,691</u>	<u>\$11,148,978</u>	<u>\$14,062,754</u>	<u>\$12,471,345</u>
 Total Support Services Related						
Expenditures	<u>\$12,848,615</u>	<u>\$12,676,530</u>	<u>\$12,501,467</u>	<u>\$11,716,717</u>	<u>\$14,594,331</u>	<u>\$13,071,037</u>

Permanent Full-Time Equivalent (FTE) Budgeted Positions

All Funds

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
	Actual FTE	Actual FTE	Original Budget	12-Month Estimate ⁽³⁾	Department Requested	Manager Recommended
General Fund						
Community Services						
Animal Services	31.000	31.000	31.000	31.000	31.000	31.000
Cooperative Extension	0.000	0.000	0.000	0.000	0.000	0.000
<i>DEAPR</i>						
Parks	20.000	20.000	20.000	12.000	13.000	12.000
Recreation	0.000	0.000	0.000	7.000	7.000	7.000
Natural & Cultural Resources	3.000	3.000	3.000	4.000	4.000	4.000
Admin/Support Services	7.000	7.000	7.000	6.000	6.000	6.000
Soil & Water	4.000	4.000	4.000	4.000	4.000	4.000
<i>DEAPR Total</i>	<i>34.000</i>	<i>34.000</i>	<i>34.000</i>	<i>33.000</i>	<i>34.000</i>	<i>33.000</i>
Economic Development	5.000	5.000	4.000	4.000	4.000	4.000
Planning & Inspections	35.000	35.000	36.000	36.000	36.000	36.000
Orange County Transportation Services	24.000	24.000	33.000	33.000	35.000	33.000
Community Services Total	129.000	129.000	138.000	137.000	140.000	137.000
General Government						
Commissioners	4.000	4.000	4.000	4.000	4.000	4.000
Elections	5.000	5.000	5.000	5.000	5.000	5.000
County Attorney	4.000	4.000	4.500	4.000	4.000	4.000
County Manager	5.000	5.000	7.000	8.000	8.000	7.000
Register of Deeds	15.000	15.000	15.000	14.625	14.625	14.625
Tax Administration	42.000	42.000	43.000	42.000	43.000	42.000
General Government Total	75.000	75.000	78.500	77.625	78.625	76.625
Public Safety						
Sheriff	146.000	146.000	152.500	155.500	155.500	155.500
<i>EMS</i>						
Administration	8.000	8.000	8.000	5.000	6.000	5.000
Medical Services	79.000	79.000	79.000	78.000	78.000	78.000
Emergency Management	0.000	0.000	0.000	5.000	5.000	5.000
Fire Marshal	3.000	3.000	3.000	3.000	3.000	3.000
Telecommunications	40.000	40.000	40.000	43.000	43.000	43.000
<i>EMS Total</i>	<i>130.000</i>	<i>130.000</i>	<i>130.000</i>	<i>134.000</i>	<i>135.000</i>	<i>134.000</i>
Criminal Justice Resource Department ⁽¹⁾	6.000	6.000	7.500	7.500	7.500	7.500
Public Safety Total	282.000	282.000	290.000	297.000	298.000	297.000
Human Services						
<i>Social Services</i>						
Administration	21.000	21.000	21.000	27.000	27.000	27.000
Children/Family Services	72.875	72.875	73.875	68.750	68.750	68.750
Economic Services	75.000	75.000	75.000	82.375	83.375	82.375
<i>Social Services Total</i>	<i>168.875</i>	<i>168.875</i>	<i>169.875</i>	<i>178.125</i>	<i>179.125</i>	<i>178.125</i>

Permanent Full-Time Equivalent (FTE) Budgeted Positions

All Funds

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
	Actual FTE	Actual FTE	Original Budget	12-Month Estimate ⁽³⁾	Department Requested	Manager Recommended
<i>Health</i>						
Finance and Admin Operations	11.500	11.500	11.500	12.000	13.000	11.000
Dental Health	12.300	12.300	13.300	13.800	15.800	13.800
Health Promotion and Education	9.000	9.000	17.250	5.000	5.000	5.000
Personal Health	49.000	49.000	50.370	63.850	64.850	63.850
Environmental Health	17.000	17.000	17.000	17.000	18.000	17.000
<i>Health Total</i>	<i>98.800</i>	<i>98.800</i>	<i>109.420</i>	<i>111.650</i>	<i>116.650</i>	<i>110.650</i>
<i>Aging</i>						
Administration	3.000	3.000	3.000	3.000	3.000	3.000
Community Based Services	9.700	9.700	9.700	9.630	9.630	9.630
Aging Transitions	5.175	5.175	7.175	6.125	6.125	6.125
Volunteer Connect 55+	2.875	2.875	2.875	2.500	2.500	2.500
<i>Aging Total</i>	<i>20.750</i>	<i>20.750</i>	<i>22.750</i>	<i>21.255</i>	<i>21.255</i>	<i>21.255</i>
Human Rights & Relations ⁽²⁾	3.000	3.000	3.000	3.500	3.500	4.500
Housing & Community Development - Admin ⁽²⁾	0.000	0.000	1.850	3.100	3.100	3.100
Library Services	24.125	24.125	24.125	24.125	24.625	24.125
Child Support Services	13.000	13.000	13.000	13.000	13.000	13.000
Human Services Total	328.550	328.550	344.020	354.755	361.255	354.755
Support Services						
Asset Management Services	37.000	37.000	31.000	33.000	34.000	33.000
Community Relations	2.000	2.000	2.000	2.000	2.000	2.000
Finance and Administrative Services	15.000	15.000	15.000	14.000	14.000	14.000
Human Resources	9.000	9.000	9.000	9.000	9.000	9.000
Information Technologies	16.700	16.700	16.700	16.700	16.700	16.700
Support Services Total	79.700	79.700	73.700	74.700	75.700	74.700
General Fund Total	<u>894.250</u>	<u>894.250</u>	<u>924.220</u>	<u>941.080</u>	<u>953.580</u>	<u>940.080</u>

Permanent Full-Time Equivalent (FTE) Budgeted Positions

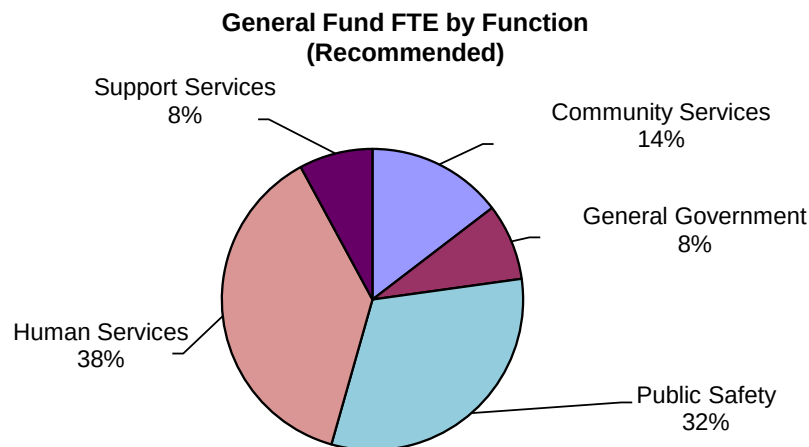
All Funds

	2017-18	2018-19	2019-20	2019-20	2020-21	2020-21
	Actual FTE	Actual FTE	Original Budget	12-Month Estimate ⁽³⁾	Department Requested	Manager Recommended
Other Funds						
Aging - Senior Health Coordination	1.000	1.000	1.000	1.000	1.000	1.000
Emergency Telephone System (E-9-1-1)	2.000	2.000	2.000	0.000	0.000	0.000
Health - Child Care Health Consultant	1.000	1.000	1.000	0.000	0.000	0.000
Health - Kenan Health Disparities Grant	1.000	1.000	1.000	1.000	1.000	1.000
Health - United Way Grant	0.000	0.000	0.000	1.000	1.000	1.000
Housing - Section 8	8.806	8.806	5.700	5.500	5.500	5.500
Housing - Urgent Repair Program	2.097	2.097	2.320	2.350	2.350	2.350
Housing - HOME Program	1.097	1.097	2.130	2.050	2.050	2.050
Housing - Homelessness Program	1.000	1.000	1.000	1.000	4.625	4.625
Library Services - Outreach Librarian	1.000	1.000	1.000	1.000	0.500	0.625
Social Services - Community Response Grant	1.000	1.000	1.000	0.000	0.000	0.000
Social Services - Building Futures Grant	2.000	2.000	2.000	0.000	0.000	0.000
Solid Waste Management	63.450	63.450	65.450	62.425	62.425	62.425
County Manager - Arts Commission	0.000	0.000	0.000	1.000	1.000	1.000
CJRD - Local Reentry Grant	0.000	0.000	2.000	2.000	2.000	2.000
County Manager - Food Council	0.000	0.000	0.000	0.000	0.000	1.000
Economic Development - Visitors Bureau	7.000	7.000	7.000	6.000	6.000	6.000
Other Funds Total	92.450	92.450	94.600	86.325	89.450	90.575
Grand Total	986.700	986.700	1018.820	1027.405	1043.030	1030.655

(1) Effective July 1, 2017, Criminal Justice Resource Office becomes a stand alone department, previous in County Manager's Office.

(2) Human Rights and Relations became a separate department in December 2017, prior to that it was a division within Housing, Human Rights and Community Development.

(3) The FY 2019-20 12-Month Estimate FTE count includes a true-up of FTEs to match actual approved FTEs consistent with Human Resources Position Control count.



Summary of Manager Recommended New Positions for FY 2020-21

COMMUNITY DEVELOPMENT FUND - RECOMMENDED

Department	Position	Start Date	FTE	Annual Salary	Retirement	Health Insurance	Social Security	Medicare	Life Ins	Dental Insurance	401k	Total Salary and Benefits	Operating and Start-up Costs	Off-Setting Revenue or Budget Reduction	Total County Cost
Housing	Administrative Support II	July 2020	0.625	19,911	2,041	9,679	1,234	289	55	373	715	34,297	1,496	(35,793)	-
Housing	Coordinated Entry Housing Specialist	July 2020 ⁽¹⁾	1.000	42,500	4,356	9,679	2,635	616	117	373	715	60,991	3,020	(64,011)	-
Housing	Coordinated Entry Housing Specialist	July 2020 ⁽¹⁾	1.000	42,500	4,356	9,679	2,635	616	117	373	715	60,991	3,020	(64,011)	-
Housing	Housing Access Coordinator	July 2020	1.000	39,978	4,098	9,679	2,479	580	110	373	715	58,012	5,402	(63,414)	-
Totals			3.625	144,889	14,851	38,716	8,983	2,101	399	1,492	2,860	214,291	12,938	(227,229)	-

(1) Coordinated Entry Housing Specialist Positions start date conditional on start date of HUD Grant

GENERAL FUND - NOT RECOMMENDED

Department	Position	Start Date	FTE	Annual Salary	Retirement	Health Insurance	Social Security	Medicare	Life Ins	Dental Insurance	401k	Total Salary and Benefits	Operating and Start-up Costs	Off-Setting Revenue or Budget Reduction	Total County Cost
DEAPR	Parks Coordinator	Jan 2021	1.000	18,110	1,867	4,840	1,129	264	50	187	358	26,905	1,360	(23,000)	5,265
Library Services	Children's Outreach Specialist	July 2020	0.500	26,454	2,712	6,224	1,640	384	73	187	358	38,032	-	(7,500)	30,532
Social Services	Human Services Supervisor I	July 2020	1.000	46,362	4,752	9,679	2,874	672	128	373	715	65,555	4,044	(52,200)	17,399
Emergency Services	Emergency Management Planner	Oct 2020	1.000	29,984	3,073	7,259	1,859	435	83	280	536	43,509	3,877	(20,000)	27,386
Asset Management Services	Electrician	July 2020	1.000	38,051	3,900	9,679	2,359	552	105	373	715	55,734	9,996		65,730
Public Health	IT Support Analyst	July 2020	1.000	45,000	4,613	9,679	2,790	653	124	373	715	63,947	-	(63,947)	-
Public Health	Dental Hygienist	July 2020	1.000	56,485	5,790	9,679	3,502	819	138	373	715	77,501	800	(49,145)	29,156
Public Health	Mobile Dental Clinic Coordinator	July 2020	1.000	42,000	4,305	9,679	2,604	609	116	373	715	60,401	1,820	(62,221)	-
Public Health	Environmental Health Specialist	July 2020	1.000	48,302	4,951	9,679	2,995	700	133	373	715	67,848	3,190	(14,000)	57,038
Public Health	Administrative Support I	July 2020	1.000	40,000	4,100	9,679	2,480	580	110	373	715	58,037	1,725	(59,762)	-
Public Health	Reentry Case Manager	July 2020	1.000	33,258	3,409	9,679	2,062	482	92	373	715	50,070	-	(58,037)	(7,967)
Planning & Inspections ⁽²⁾	Property Development Technician	July 2020	1.000	37,000	3,793	9,679	2,294	537	102	373	715	54,493	-	(39,831)	14,662
Planning & Inspections ⁽²⁾	Property Development Specialist I	July 2020	1.000	42,626	4,369	9,679	2,643	618	118	373	715	61,141	-	(45,887)	15,254
Transportation Services	Maintenance Manager	July 2020	1.000	70,000	7,175	9,679	4,340	1,015	138	373	715	93,435	10,602	(110,000)	(5,963)
Transportation Services	Safety Manager	July 2020	1.000	55,000	5,638	9,679	3,410	798	138	373	715	75,751	20,452	(55,000)	41,203
Tax Administration	PUV Compliance Officer/Appraiser I	July 2020	1.000	39,978	4,098	9,679	2,479	580	110	373	715	58,012	4,311		62,323
Totals			15.500	668,610	68,545	144,150	41,460	9,698	1,758	5,503	10,547	950,371	62,177	(660,530)	352,018

(2) Department was requesting time limited position be permanent. Positions are not recommended to be permanent but are continued as time limited.

Summary of Manager Recommended Renewed Time Limited Positions for FY 2020-21

GENERAL FUND - RECOMMENDED

Dept Name	Position Name	Time- Limited End Date	Recommended Extended End Date	FTE	Salary	Benefits	Total Salary and Benefits
Aging	SOCIAL WORKER II	June 2020	June 2021	1.000	51,968	20,208	72,176
Aging	HUMAN SRVCS COORD I	June 2020	June 2021	1.000	46,650	19,246	65,896
Housing	HUMAN SRVCS SPEC III	Dec 2020	June 2021	1.000	19,989	9,018	29,007
Planning & Inspections	PROPERTY DEV TECH	June 2020	June 2021	1.000	37,000	17,493	54,493
Planning & Inspections	PROPERTY DEVEL SPC I	June 2020	June 2021	1.000	42,626	18,515	61,141
Planning & Inspections	EROSION CONT OFF I	June 2020	June 2021	1.000	42,002	18,401	60,403
Public Health	OA II-NUTRITION	June 2020	June 2021	0.750	32,000	16,583	48,583
Public Health	PROPERTY DEVEL TECH	June 2020	June 2021	1.000	39,808	18,002	57,810
Public Health	COMMUNITY HLTH AIDE	June 2020	June 2021	1.000	34,008	16,948	50,956
Public Health	COMM OUTREACH SPEC	June 2020	June 2021	1.000	39,500	17,947	57,447
Public Health	FAMILY NAVIGATOR	June 2020	June 2021	1.000	36,858	20,163	57,021
Social Services	SOCIAL SERVICES ASST	June 2020	June 2021	1.000	34,208	16,984	51,192
Social Services	SOCIAL SERVICES ASST	June 2020	June 2021	1.000	31,230	16,443	47,673
Total				12.750	487,847	225,951	713,798

GRANT FUND - RECOMMENDED

Dept Name	Position Name	Time- Limited End Date	Recommended Extended End Date	Allocated FTE	Salary	Benefits	Total Salary and Benefits
CJRD	REENTRY CASE MANAGER	June 2020	June 2021	1.000	38,216	17,712	55,928
CJRD	LRC COORDINATOR	June 2020	June 2021	1.000	43,969	21,528	65,497
Library Services ⁽¹⁾	COMMUNITY OTRCH COOR	June 2020	June 2021	0.650	34,390	19,787	54,177
Public Health	SW SUPV II-HEALTH	June 2020	June 2021	1.000	57,100	23,895	80,995
Public Health	FAMILY NAVIGATOR	June 2020	June 2021	1.000	34,778	17,088	51,866
County Manager	FOOD COUNCIL COORD	June 2020	June 2021	1.000	42,002	18,401	60,403
Total				5.650	250,455	118,411	368,866

(1) Position was approved at 1.000 FTE in FY 19-20. Position FTE is being reduced due to ending of OCPYC Grant.

Assessed Valuation, Tax Rate and Estimated Collections
General Fund

	FY 2019-20 Commissioner Approved	% Change from Approved	FY 2019-20 Projection	FY 2020-21 Manager Recommended	% Change from Approved
Assessed Valuation of Real, Personal and Corporate Excess	\$17,667,710,901	2.0%	\$17,699,074,494	\$18,000,865,824	1.9%
Assessed Valuation of Motor Vehicles	<u>\$1,245,748,508</u>	3.0%	<u>\$1,269,976,844</u>	<u>\$1,295,376,381</u>	4.0%
Total Assessed Valuation	\$18,913,459,409	2.1%	\$18,969,051,338	\$19,296,242,205	2.0%
Ad Valorem Tax Rate per \$100 of Assessed Valuation	0.8679		0.8679	0.8679	0.0%
General Fund Levy	\$164,149,914	4.2%	\$164,632,397	\$167,472,086	2.0%
Collection Rate (excluding motor vehicles)	99.20%		99.20%	98.70%	99.2%
Collection Rate (motor vehicles only)	99.90%		99.90%	99.40%	99.9%
Property Tax Collections (Real, Personal, Corporate Excess)	\$152,142,471	4.1%	\$152,381,385	\$154,198,531	1.4%
Property Tax Collections (motor vehicles only)	\$10,770,627	5.5%	\$11,011,107	\$11,175,116	3.8%
1 Cent on the Tax Rate Equals:	\$1,877,095	2.1%	\$1,882,619	\$1,905,446	1.5%

Totals may be slightly off due to rounding.

Department on Aging

Phone Number: (919) 968-2070

Website: orangecountync.gov/aging

Mission Statement

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>By Category (General Fund)</i>						Account: 430
Personnel Services	1,705,904	1,622,088	1,664,046	1,691,741	1,688,827	1,687,871
Operations	691,703	682,108	922,757	743,483	538,627	504,367
Capital Outlay	22,731	0	14,215	13,442	0	0
Total Expenditures	\$ 2,420,338	\$ 2,304,196	\$ 2,601,018	\$ 2,448,666	\$ 2,227,454	\$ 2,192,238
Offsetting Revenues	(832,563)	(976,210)	(1,192,445)	(955,860)	(814,977)	(799,977)
County Costs (net)	\$ 1,587,775	\$ 1,327,986	\$ 1,408,573	\$ 1,492,806	\$ 1,412,477	\$ 1,392,261
<i>Senior Health Coordination (Annual Grant Fund)</i>						Account: 4303
Personnel Services	75,772	75,689	75,689	79,082	78,570	78,570
Operations	101,955	65,775	87,466	70,980	70,775	70,525
Capital Outlay	0	0	0	0	0	0
Total Expenditures	\$ 177,726	\$ 141,464	\$ 163,155	\$ 150,062	\$ 149,345	\$ 149,095
Offsetting Revenues	(124,046)	(94,421)	(116,112)	(100,030)	(75,000)	(100,000)
County Costs (net)	\$ 53,680	\$ 47,043	\$ 47,043	\$ 47,043	\$ 74,345	\$ 49,095
<i>Master Aging Plan (Multi-Year Grant Fund)</i>						Account: 30430
Personnel Services						
Operations					175,000	175,000
Capital Outlay						
Total Expenditures	\$ 0	\$ 0	\$ 0	\$ 0	\$ 175,000	\$ 175,000
Offsetting Revenues					(175,000)	(175,000)
County Costs (net)	0	0	0	0	0	0
Total Department on Aging and Related Expenditures	\$ 2,598,065	\$ 2,445,660	\$ 2,764,172	\$ 2,598,728	\$ 2,551,799	\$ 2,516,333

To provide leadership in planning and operating a system of integrated aging services through state of the art senior centers, serving as focal points for coordinated community and individualized programs designed to educate seniors and their families and maximize the health, well-being, community engagement, and independence of older adults at all functional levels.

Administration

Major Services

- Supervise and coordinate professional program division staff and provide clerical support, financial/ program accounting and shared resources for the various program divisions.
- Provide administrative support to the Orange County Advisory Board on Aging, and special focus advocacy boards and subcommittees.
- Research, plan, develop and implement new programs and services to meet the changing or emerging needs of older adults as adopted in the Master Aging Plan (MAP).

Department On Aging – continued

- Advocate and inform the public and private community groups about the concerns and interests of older adults in concert with the Orange County Advisory Board on Aging.
- Coordinate departmental resources with other County departments, public entities, non-profit organizations and private agencies.

FY 2019-20 Outcomes

- Implemented Year Three of the 2017-22 Master Aging Plan. Provided leadership and consultation to other communities around strategic planning.
- Plans for Seymour Center facility expansion were completed and site work begun.
- The Dementia Friendly Business training continues to be a model program for NC with 105+ businesses trained and/or recertified with 1100 individuals having received training.
- Continued promotion of housing options for older adults. Created an interdepartmental Home Preservation Coalition to facilitate more communication and effective/efficient coordination across home repair agencies. Saw much success this year with the award of the Southeastern Energy Efficiency Alliance grant that is supporting the creation of the consolidated home repair intake process. If all housing proposed projects move forward there will be a 32.5% increase in available senior housing since 2017.
- Provided guidance to more than 200 job seekers age 55 years and older who wish or need work. Hosted the 2nd Annual Exploring Options After Retirement event at DTCC.
- COVID-19 Response – The department transitioned quickly to respond to the growing needs of the community. With the closure of the centers the lunch program moved to a curbside delivery service with persons picking up their meals in their cars and created a partnership with area law enforcement officers who delivered meals to our regular participants that were public transit dependent. New participants were added weekly to the lunch program. Food insecurities were also addressed by increasing the monthly commodity food box participants by 29%. A grocery delivery service was created and volunteers were trained. Group programs quickly moved to a virtual environment, including our Caregiver Support Groups, Memory Cafes, Care Partner Collaborative, fitness classes and recreation/leisure programming. The Volunteer Driver Program continued rides to essential doctors' appointments and grocery shopping. Trained and placed 85 new volunteers in a four week period. The demand for the Telephone Reassurance program increased by 206%. Website and social media accounts were updated on an almost daily basis with new information and resources. COVID-19 Resource guide was created.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Non-County Funding					
Funds secured from federal, state and local public/private sources to support	939,625	760,631	921,110	1,089,197	1,074,500

FY 2020-21 Objectives

- Implementation of Year Four of the 2017-22 Master Aging Plan.
- Work with county management to complete Seymour Center facility expansion and additional parking.

Department On Aging – continued

- Continue promotion of housing options for older adults through education, advocacy and resource development.
- Continue to collaborate with faith based organizations to foster communications and awareness of services within Orange County.
- Continue collaboration with UNC Partnerships in Aging to support student projects to further advance the Master Aging Plan goals and to evaluate the ripple effect the MAP has had on other projects in the community.
- Continued COVID-19 Response and Recovery– Continue to expand virtual programs and services until guidance is received that it is safe for the high risk population that we serve can resume in-person meetings and gatherings. Apply for Families First and CARES Act funding as it becomes available through TJCOG – Area Agency on Aging.

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.
- Movement of Carol Woods Donation to Multi-Year Fund to allow donation to rollover each year and reduce Board actions.

Community Based Services

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>Community Based Services (General Fund)</i>						
Personnel Services	724,034	713,489	740,048	771,797	741,594	740,538
Operations	350,775	333,935	383,914	299,774	352,954	333,005
Capital Outlay	22,731	0	14,215	13,442	0	0
<i>Total Community Based Services</i>						
<i>Division Expenditures</i>	\$ 1,097,541	\$ 1,047,424	\$ 1,138,177	\$ 1,085,013	\$ 1,094,548	\$ 1,073,543
<i>Offsetting Revenues</i>	(447,265)	(394,461)	(428,826)	(437,908)	(408,528)	(393,528)
County Costs (net)	\$ 650,275	\$ 652,963	\$ 709,351	\$ 647,105	\$ 686,020	\$ 680,015

Major Services

- Provide services that meet the needs of the older adult population and promote health and wellness by encouraging self-determination, stimulation and continued activity.
- Senior Center Operations: Operate the Passmore and Seymour Centers to provide older adults with opportunities for health promotion, enrichment, community involvement, and public service.
- Senior Lunch Program: Serve hot, nutritionally balanced, noon meals at the Senior Centers each weekday.
- Provide creative programs targeting older adults from low income, minority, immigrant groups, at community locations and faith communities including computer learning opportunities teaching older adults to utilize technology in a comfortable setting.
- Produce and distribute 13,000, quarterly Senior Times newspaper, a 64-page publication, which promotes the services and activities of all Department on Aging programs and services.

Department On Aging – continued

FY 2019-20 Outcomes

- Continued outreach to the Asian and Latino communities adults 55+ by hosting classes in multiple languages and in non-English (Spanish only and Mandarin only), information fairs, special events; provided educational nature walks with a trained guide and interpreter to assist/encourage participants to utilize community greenways and outdoor spaces and offering printed materials highlighting services in Mandarin, Spanish, Karen and Burmese, and continued assistance with “Aging help-lines” in Mandarin and Spanish.
- Continued the partnership with the SportsPlex to include usage of the new fieldhouse.
- Increased the number of participants (unduplicated) served including the usage of the Seymour Fitness Center.
- Continued work with the IT to improve RecTrac software for tracking of clients in senior center activities for participants’ safety as well as metrics, such as capacity tracking and accountability for classes.
- Communications: Digital media channels and publications, including Senior Times, were redesigned to be more user-friendly.

Performance Measures	2017-18 Actual	2018-19 Actual	2018-19 Budget	2019-20 Projected*	2020-21 Budget*
Service: Passmore and Seymour Centers Programming					
Total Senior Center participation (attendance)	218,981	205,000	219,000	220,000	225,000
Participants served through all programs (unduplicated)	3,127	4,250	4,300	4,700	5000
Volunteers who assist with senior center programs including – lunch and wellness	360	190	250	300	300
Service: Daily (M-F) Noon Meal					
Meals served through Senior Lunch Program	25,576	28,000	25,000	25,300	25,300
Service: Promote the Health and Wellness of Older Adults					
Fitness Studio Memberships - Seymour	30	50	60	70	75
Physical Function Screens	300	300	330	330	250

*Performance Measures provided prior to Covid-19

FY 2020-21 Objectives

- Continue outreach to diverse populations, including low-income, minority and immigrant older adults.
- Increase attendance in wellness programs including the fitness room (those utilizing the exercise machines at Seymour and those joining the SportsPlex through our joint use agreement)
- Maintain the number served in the daily lunch program.
- Further development of Mental Health trainings and programs.

Department On Aging – continued

- Continue implementing recommendations of the MAP- Social Participation and Inclusion and Community Health and Wellness and the MAP Outdoor Spaces and Building Goals.

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.

Aging Transitions

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<u>Aging Transitions (General Fund)</u>						
Personnel Services	494,513	433,172	440,457	484,897	463,457	463,557
Operations	120,713	124,460	126,660	105,362	126,160	123,898
Capital Outlay	0	0	0	0	0	0
Total Aging Transitions						
Division Expenditures	\$ 615,226	\$ 557,632	\$ 567,117	\$ 590,259	\$ 589,617	\$ 587,455
Offsetting Revenues	(350,804)	(392,699)	(392,699)	(301,748)	(392,699)	(392,699)
County Costs (net)	\$ 264,422	\$ 164,933	\$ 174,418	\$ 288,511	\$ 196,918	\$ 194,756

Major Services

- Provide information and assistance on aging-related and caregiving issues through aging transitions helpline, and walk-in assistance; printed resource materials and educational presentations/workshops at the senior centers and within Orange County and surrounding communities.
- Through fostering partnerships, Aging Transitions provides more programming/services for vulnerable populations of older adults, including those in rural parts of Orange County; LGBTQ, socially isolated older adults and those with identified disabilities and (or) limitations.
- Provide in-home assessments of needs and strengths, care planning, recommendations and referrals, care coordination, options counseling and short-term counseling to promote safety and well-being while delaying institutionalization of older adults. This is accomplished by offering a multidisciplinary team of AT professionals, which includes an Occupational Therapist, Master level Social Workers (MSWs), transportation specialist, Care Partner Program Coordinator and support from interns and volunteers.
- Provide and facilitate referral to caregiver support and respite opportunities, which can help families remain intact and delay or prevent institutionalization. This is achieved by fostering no cost and (or) low-cost aging-in-place support services that help individuals remain in their homes.

FY 2019-20 Outcomes

- Responded to 1900+ calls through the Aging Transitions' English, Mandarin, and Spanish language telephone Helplines.
- Supported older adults and their caregivers/care partners by providing 13 persons with adult day care services and 20 families with in-home aide supportive services.

Department On Aging – continued

- Expanded transportation services were provided by the grant-funded Mobility Manager who links older adults with existing public transportation services, collaborates with public and private organizations to expand transportation options, and manages a volunteer-driver program serving older adults who are not near, eligible or cannot use public transportation. This fiscal year 415 one-way rides will be provided with a total of 575 volunteer hours. Twenty-five new clients will be enrolled in the volunteer driver program.
- Supported those living with memory changes along with their caregivers/care partners through caregiver support groups, Care Partner Collaborative group and Memory Café events in Senior Centers and business locations.
- Dementia Friendly Business (DFB) training continues with 105 businesses/over 1100 individuals trained. Partnered with the local rotary club and SHARP (Senior Health Advocacy Resource Partners) committee to conduct trainings to businesses.
- Care Partner collaborative weekly (Wednesday) co-op model group facilitated by program coordinator. This group model supports caregivers/care partners through collaborative exercises where supports are homegrown and driven by group participants and their partners.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected*	2020-21 Budget*
Service: Information and Assistance					
Average number of persons provided information and assistance per month	260	299	300	320	350
Number of calls responded to on Aging Transitions Helpline	1637	1800	1900	1850	1850
Number of individuals provided transportation information and assistance	1450	1546	1700	1700	1800
Number of persons in attendance at community education sessions	1500	1650	1550	1730	1750
Number of rides provided by the Volunteer Driver Program	250	252	415	415	450
Numbers of individuals receiving contracted (home care/adult day care) services	55	35	50	35	39
Number of contracted service slots demanded/cost per slot	12.50	8	10.5	8	8

*Performance Measures provided prior to Covid-19

FY 2020-2021 Objectives

- Continue implementing recommendations from 2017-22 Master Aging Plan: Community Support and Health Services Domain Work Group. Begin work on next iteration of 2022-2027 MAP.
- Continue to expand the services offered through the Aging Transitions program by supporting student internships and professional contracts with UNC to provide occupational therapy, social work, and nursing services.
- Increase collaboration of other private and public programs serving older adults in Orange County to avoid duplication and to increase coverage. In particular, improve information sharing and service collaboration with the Department of Social Services, faith-based communities and primary health care organizations throughout the county. This may be

Department On Aging – continued

achieved through implementation of NC Cares 360 and similar shared recordkeeping programs.

- Continue to support caregivers/care partners through Annual Caregiver Day of Care while developing other related initiatives to provide in-house respite services and (or) supports.

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.

Volunteer Connect 55+ (VC55+)

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<u>Volunteer Connect 55+ (General Fund)</u>						
Personnel Services	209,781	186,605	189,817	188,178	184,502	184,502
Operations	3,795	819	18,825	13,734	819	819
Capital Outlay	0	0	0	0	0	0
Total Division Expenditures	\$ 213,576	\$ 187,424	\$ 208,642	\$ 201,912	\$ 185,321	\$ 185,321
Offsetting Revenues	(23,358)	(14,050)	(32,056)	(41,204)	(13,750)	(13,750)
County Costs (net)	\$ 190,217	\$ 173,374	\$ 176,586	\$ 160,708	\$ 171,571	\$ 171,571

Major Services

- **Nurture & Support Volunteers:** VC55+ is a program of the OCDoA to enrich the lives of Orange County residents, both as volunteers of all ages, and as older adult recipients of services provided by volunteers. VC55+ is committed to supporting its 400+ volunteers through a diverse set of senior center and community-based programs that promote mental and physical well-being, and new social connections.
- **Community-Based Volunteer Programs:** Develop and implement meaningful community-based volunteer programs to combat social isolation, promote aging in community, and provide safety-net services for low-moderate older adult residents. Its programs include senior center volunteering, Commodity Senior Food Program, Handy Helpers program, Friend-to-Friend program, Volunteer Drivers program, Telephone Reassurance program, Community Visitation/SALT program (a partnership with Orange County Sheriff's Office), Volunteer Income Tax Assistance (VITA) program, and the Seniors' Health Insurance Information Program (SHIIP).
- **Senior Center Based Volunteer Programs:** Develop and implement senior center based volunteer programs to support the front desks, food services, senior center programs and classes, and wellness programs.
- **Project EngAGE Program:** Manage the Project EngAGE program, whereby highly trained Senior Leaders serve as resource leaders throughout their Orange County communities, as well as members of various topic-specific Senior Resource Teams.

FY 2019-20 Outcomes

Department On Aging – continued

- **Overall Volunteer Recruitment and Support:** (1) recruited and placed 91 new volunteers of all ages, to serve Orange County older adults, particularly those aging in their communities with low-moderate income, special needs like dementia, or social isolation, (2) held ongoing, regular volunteer orientation sessions, and one large-scale volunteer appreciation event (May 2019).
- **Community-Based Volunteerism & Outreach:** (1) placed 31 total new community-based volunteers, (2) held or participated in 16 community-based volunteer recruitment events, (3) strengthened partnerships with leaders and community participants of both the Efland-Cheeks and Cedar Grove Community Centers through new collaborative initiatives.
- **Community-Based Direct Services:** (1) The Commodity Supplemental Food Program was first introduced to Orange County in May of 2017 to combat the growing concern of food insecurity for older adults in our county. Since its inception, and with the aid of the Orange County Sheriff's Office, local community centers and independent senior living complexes, OCDoA has served 300 low-income older adults throughout the county. (2) The Handy Helper Program first began as a small volunteer opportunity in 2016. The Handy Helper Program has now grown to a core team of five lead volunteers, utilizing the volunteer support of various faith organizations, VC55+ volunteers, and a strong partnership with the Orange County Sheriff's Office. In 2017-2018 the Handy Helper Program completed 23 projects for 22 different homes, in 2018-2019 the number of older adults served increased to 37 in 33 homes, and in 2019-2020 it is projected to complete 105 Handy Helper projects that include ramps and small home repairs to aid in home accessibility and safety for our older adults.
- **Social Isolation Deterrents:** The Telephone Reassurance and Friend to Friend Programs provide social engagement and wellness checks for older adults living alone or with a caregiver. Collectively both programs assisted 25 older adults and as a result social isolation decreased and individuals were provided social supports, which enabled them to age safely in community.
- **Project EngAGE:** provided meaningful support to 66 Project EngAGE Senior Leader volunteers, and to 11 Project EngAGE Senior Resource Teams (SRTs), by having (1) managed and led fifth Project EngAGE class (training held September – December 2019; 14 new graduate Senior Leaders), (2) provided ongoing technical and programmatic support to all Project EngAGE Senior Leader graduates, by holding and facilitating monthly meetings for each Senior Resource Team, as well as regular meetings with all Senior Leader graduates, and (3) managed multiple Senior Resource Team community-wide events and initiatives throughout the fiscal year.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected*	2020-21 Budget*
Service: Total VC55+ Volunteers					
Total active VC55+ volunteers	421	419	450	512	450
Total Volunteer services hours	37,356	37,667	42,000	42,500	42,000

Department On Aging – continued

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected*	2020-21 Budget*
Value of a volunteer hour: \$21.04/hr	\$785,970	\$792,514	\$883,680	\$894,200	\$883,680
Service: Volunteer Income Tax Assistance (VITA) Free Tax service for Low to Middle Income Clients					
Number of VITA volunteers	85	78	85	80	82
Number of VITA clients	1,400	1,569	1,400	1,600	1,600
Tax Return Refund \$ totals	\$1.4 million	\$1.46 million	\$1.5 million	\$1.5 million	\$1.5 million
Estimated Savings for tax prep fees (\$250 per return)	\$350,000	\$392,250	\$400,000	\$400,000	\$400,000
Service: Senior Health Insurance Information Program (SHIIP)					
Number of SHIIP volunteers	19	22	18	20	22
Number of SHIIP clients	827	951	900	985	950
Number attending SHIIP presentations	643	697	650	700	720
\$ Saved through SHIIP counseling	\$530,000	\$580,000	\$570,000	\$450,000	\$500,000
Service: Project EngAGE					
Number of Project EngAGE graduates	53	53	65	66	66
Total Project EngAGE volunteer service hours	8,540	9,030	10,000	10,000	10,000
Service: Other Community Impact Highlights					
Community Supplemental Food Program (monthly food boxes for low-income seniors) – persons served	235	250	300	300	300
Handy Helper Program - # of repair and ramp building jobs completed	23	37	40	105	100
Telephone Reassurance & Friend to Friend Programs - # of clients served	18	20	25	25	26

*Performance Measures provided prior to Covid-19

FY 2020-21 Objectives

- **Overall Volunteer Recruitment and Support:** (1) recruit and place 80+ new volunteers of all ages, to serve Orange County older adults, particularly those aging in their communities with low-moderate income, special needs like dementia, or social isolation, (2) to complete ongoing, regular volunteer orientation sessions, and one large-scale volunteer appreciation event .
- **Community-Based Volunteerism & Outreach:** (1) place 20+ new community-based volunteers, (2) to hold or participate in 8 community-based volunteer recruitment events, (3) strengthened partnerships with leaders and community participants of both the Efland-Cheeks and Cedar Grove Community Centers, through new collaborative initiatives.
- **Community-Based Direct Services:** (1) maintain current enrollment in the Commodity Supplemental Food Program, increases are determined by the federal budget. (2) provide ramps and other small home improvements for 100 older adults throughout our county.

Department On Aging – continued

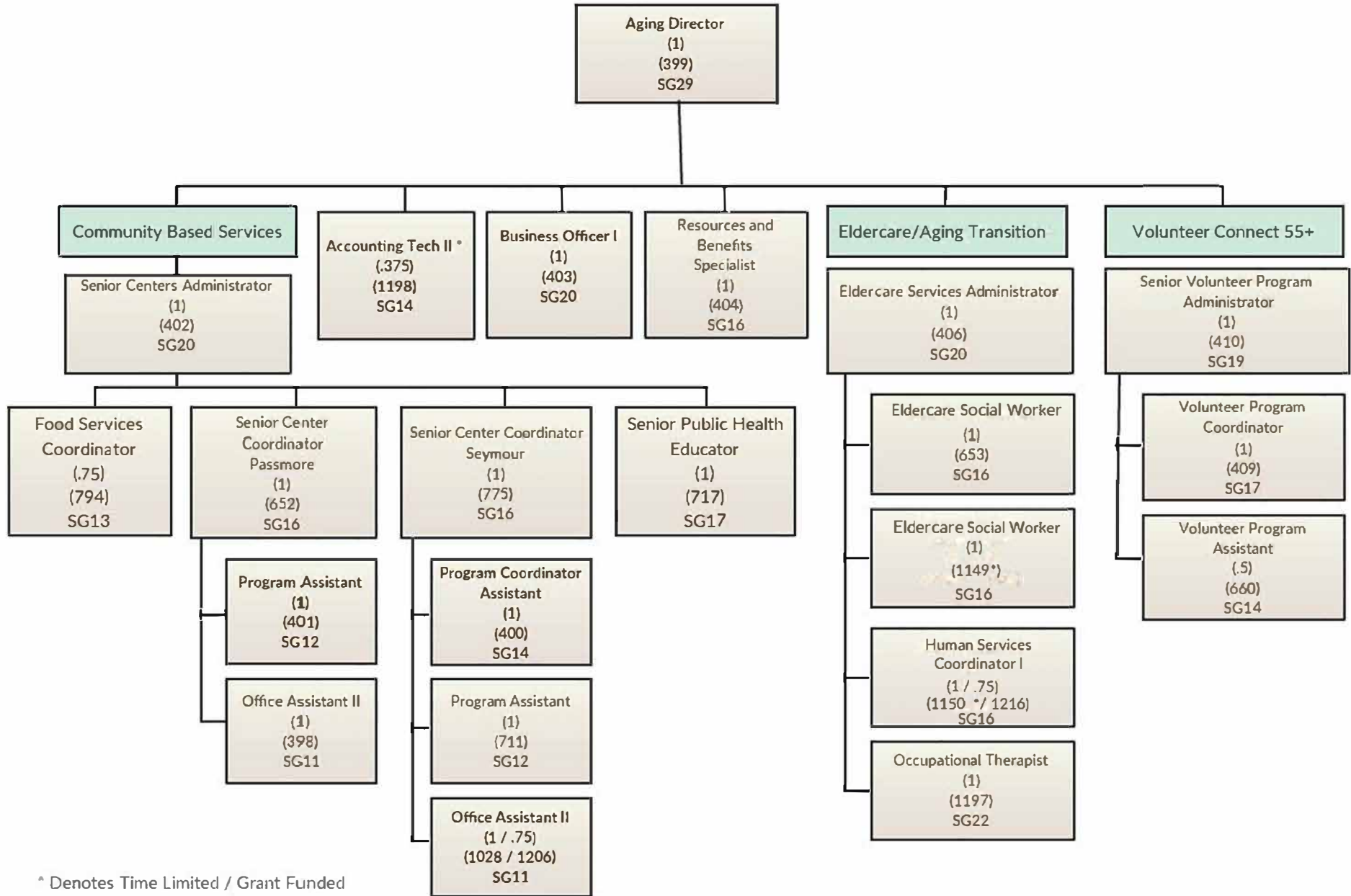
- **Social Isolation Deterrents:** increase the enrollment of both the Telephone Reassurance and Friend to Friend programs by 6%.
- **Project EngAGE:** provide meaningful support to 66 Project EngAGE Senior Leader volunteers, and to 12 Project EngAGE Senior Resource Teams (SRTs), by (1) providing ongoing technical and programmatic support to all Project EngAGE Senior Leader graduates, (2) holding and facilitating monthly meetings for each Senior Resource Team, as well as regular meetings with all Senior Leader graduates, and (3) managing multiple Senior Resource Team community-wide events and initiatives throughout the fiscal year and (4) holding a sixth Project EngAGE class cohort in Fall 2021.

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.

DEPARTMENT ON AGING



* Denotes Time Limited / Grant Funded

FY 2020-2021 MANAGER'S RECOMMENDED BUDGET

Animal Services

(919) 942-7387

orangecountync.gov/animalservices

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Animal Services						
General Fund						
Expenditures						
Operations	303,527	283,525	321,362	273,747	282,541	277,985
Personnel Services	1,816,058	1,961,428	2,001,326	2,006,795	2,048,043	2,041,353
Recurring Capital	9,191	3,150	16,843	13,229	6,024	6,024
Total Expenditures	2,128,775	2,248,103	2,339,531	2,293,771	2,336,608	2,325,362
Offsetting Revenues	(645,127)	(714,779)	(759,993)	(731,659)	(716,124)	(716,124)
Net Cost (Fund)	1,483,648	1,533,324	1,579,538	1,562,112	1,620,484	1,609,238
Spay/Neuter Fund						
Expenditures						
Operations	86,084	71,726	96,851	92,296	82,350	82,350
Total Expenditures	86,084	71,726	96,851	92,296	82,350	82,350
Offsetting Revenues	(72,526)	(71,726)	(96,851)	(92,296)	(82,350)	(82,350)
Net Cost (Fund)	13,558	-	-	-	-	-
Total Net Cost (Department)	1,497,206	1,533,324	1,579,538	1,562,112	1,620,484	1,609,238

Mission Statement: The Animal Services Department strives to meet the needs of residents by working with volunteers and other partners to deliver cost-effective and integrated animal sheltering, animal control and animal protection services that ensure the health, safety and wellbeing of humans, pets and the community as a whole. Addressing the problem of pet overpopulation with a proactive and positive approach is an integral ingredient of the department's mission.

Animal Services: Administration and Programs

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Animal Services Administration						
General Fund						
Expenditures						
Operations	106,779	98,950	101,988	81,841	91,866	87,310
Personnel Services	597,883	734,839	747,026	669,571	765,570	765,570
Recurring Capital	404	-	-	-	320	320
Total Division Expenditures	705,066	833,789	849,014	751,412	857,756	853,200
Offsetting Revenues	(186,037)	(201,700)	(203,500)	(190,700)	(198,700)	(198,700)
Net Cost (Fund)	519,029	632,089	645,514	560,712	659,056	654,500
Total Net Cost (Division)	519,029	632,089	645,514	560,712	659,056	654,500

Major Services

- Organizational Leadership and Oversight
 - o Lead organizational and policy change, and conduct policy and operational analysis as needed.

Animal Services – continued

- o Shape a positive and proactive model of animal services based upon excellent animal sheltering and effective, proactive management of pet overpopulation, including service for towns within the framework of the Unified Ordinance.
 - o Coordinate with County Manager, County Attorney and other county staff in regard to departmental affairs and assure sound financial management.
- Governance and Community Relations
 - o Provide staff expertise and support to the Board of Commissioners and coordinate effectively with the Animal Services Advisory Board.
 - o Work effectively with the Animal Services Hearing Panel Pool and Office of the County Attorney to fairly and effectively conduct quasi-judicial appeal hearings.
 - o Maintain a strong community presence and respond to or refer citizen complaints and stakeholder concerns.
- Program Development and Administration
 - o Maintain an effective pet licensing program, including an online renewal and payment system.
 - o Coordinate and further develop a robust and integrated volunteer program and an effective pet colocation program for mass sheltering.
 - o Coordinate and manage a state-of-the-art spay/neuter program for managing pet overpopulation in the county and maintain an effective pet colocation program.

FY 2019-20 Outcomes

- Organizational leadership:
 - o Worked closely and successfully with other agencies and county departments in a high profile puppy mill case involving the seizure of more than 50 dogs and the rehoming of nearly 70 dogs.
 - o Worked with AMS and DEAPR to maintained the Animal Services Center as a public destination and operational center; implemented musical enrichment for animals on the basis of a major donation; and worked with a variety of entities to reconstitute the volunteer dog walking path.
 - o Coordinated efforts to control animal admissions, assure quality care, and conduct needed program review and/or redesign as in the case of the kitten foster program.
- Governance and community relations:
 - o Sustained a strong public presence including vibrant Facebook and web pages and maintained a positive public image through high profile cases, e.g., Eno Emu and bulldog seizure and rehoming.
 - o Worked effectively with both the Animal Services Advisory Board and the Animal Services Hearing Panel Pool and sustained a strong quasi-judicial appeal process for certain administrative actions taken under ordinance or statute.
 - o Addressed the issue of limited sterilization availability for free-roaming cats and continued to work with community partners to develop more effective and humane practices for managing these animals.
- Program administration and development:

Animal Services – continued

- o Oversaw a volunteer program averaging almost 1000 hours per month and involved program staff in the coordination of the kitten foster program.
- o Oversaw an effective pet colocation program (which also prepared staff to mobilize elsewhere for colocation efforts) and maintained the county's community spay and neuter program.
- o Initiated a professional assessment of the veterinary health care program, in concert with the County Manager, to ensure effective roles, responsibilities and organization.

Performance Measures	2017-2018 Actual	2018-2019 Actual	2019-2020 Budget	2019-2020 Projected	2020-2021 Budget
Service: Provide low-cost or free spay/neuter surgeries to target audience					
Number of low-cost spays and neuters	458	508	525	600	650
Service: Pet Licensing Program					
Total number	18,450	17,550	19,050	18,250	18,500
Service: Maintain strong Volunteer Program					
Average weekly volunteer hours	202	216	250	200	225
Number of annual volunteers	425	445	450	450	450

FY 2020-2021 Objectives

- Continue to promote the county's community spay and neuter program on the basis of community partnerships and broad collaboration with special attention to the needs and challenges of free roaming cats in Orange County.
- Work with staff and outside consultant to implement any necessary changes in the roles, responsibilities, policies and procedures in the area of veterinary health care.
- Work with staff from several areas to redesign our kitten foster program to better utilize available human resources and reduce the length of stay for kittens who must reach 2 pounds in order to be sterilized.
- Continued maintenance of the Animal Services Center as a public destination and operational center; and creation of a pollinator garden between the entrance and easements; and addition of a canopy to the dog exercise area.

Budget Highlights

- Continued to coordinate programs and operations to control pet overpopulation and limit the medium and long-term costs of animal services.
- Recover the direct and indirect costs of providing service to the towns of Hillsborough, Chapel Hill and Carrboro.
- Received a third year of grant funding from a multi-year proposal to allow spay/neuter services to be offered to different segments of the county's population.
- Received a Petco Grant for a multiple year plan for Working Cats in Orange County

Animal Services: Animal Shelter Division

Animal Services – continued

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Animal Shelter						
General Fund						
Expenditures						
Operations	182,263	169,750	204,343	179,856	176,250	176,250
Personnel Services	706,036	685,762	705,478	753,954	702,050	695,360
Recurring Capital	4,308	3,150	16,843	13,229	1,000	1,000
Total Division Expenditures	892,608	858,662	926,664	947,039	879,300	872,610
Offsetting Revenues	(213,528)	(224,000)	(267,414)	(252,334)	(214,750)	(214,750)
Net Cost (Fund)	679,079	634,662	659,250	694,705	664,550	657,860
Spay/Neuter Fund						
Expenditures						
Operations	86,084	71,726	96,851	92,296	82,350	82,350
Total Division Expenditures	86,084	71,726	96,851	92,296	82,350	82,350
Offsetting Revenues	(72,526)	(71,726)	(96,851)	(92,296)	(82,350)	(82,350)
Net Cost (Fund)	13,558	-	-	-	-	-
Total Net Cost (Division)	692,637	634,662	659,250	694,705	664,550	657,860

Major Services

- Open Admissions Sheltering
 - o Provide shelter to stray, relinquished, quarantined, and confiscated animals as an open-admission shelter pursuant to applicable regulations.
 - o Facilitate owner recovery and placement of animals.
 - o Euthanize stray, relinquished, quarantined, or confiscated animals as needed.
- Lost Pet Recovery
 - o Perform microchip scanning and rabies tag searches to identify pet owners.
 - o Facilitate lost and found inquiries and lost pet searches and maintain a website for online searches for lost pets.
 - o Offer microchips in coordination with low-cost rabies vaccination clinics as a service for our adopters and placement partners; require microchipping for owners recovering stray pets.
- Animal Placement
 - o Maintain a website for online searches for adoptable pets.
 - o Adopt medically and behaviorally sound animals into permanent homes.
 - o Transfer animals to placement partners for final re-homing.
- Animal Health
 - o Manage infectious disease through veterinary health care protocols and practices to ensure the health of sheltered, reclaimed, and adopted animals.
 - o Selectively treat medical conditions that previously limited the adoption of specific groups of cats and dogs.
 - o Address pet overpopulation by ensuring dogs and cats are sterilized prior to adoption in a cost-effective manner.

Animal Services – continued

FY 2019-20 Outcomes

- Open Admissions Sheltering: Cared for 77 seized puppy mill dogs through required hold periods; coordinated veterinary examination of these dogs; and put together an extensive special adoption process to handle the intense response we received based on the high profile nature of the case.
- Lost Pet Recovery: Sustained microchips as a part of the adoption package for cats and dogs; maintained online lost and found records in an online format; microchipped all stray pets upon recovery; and provided low cost microchips at rabies vaccination clinics; and initiated “microchip Thursday” on a monthly schedule..
- Animal Placement: Maintained a strong “live release” rate; continued special events to promote pet adoption, including in Clear the Shelters for the 4th year; and worked with placement partners to allow more positive outcomes for animals with needs beyond our resource availability.
- Animal Health: Sustained in-house sterilization surgeries for adoptable animals and partnered with outside veterinary operations due to limited availability of contract veterinarians; continued treatment of heartworm positive dogs deemed highly adoptable; maintained successful foster programs for a heartworm positive dogs and animals too young or small for adoption (mostly kittens).

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Serve as open admission shelter					
Domestic animals admitted (cats & dogs)	2,769	2,861	2,700	2,702	2,700
• Cats admitted	1,443	1,486	1,400	1,485	1,400
• Dogs admitted	1,326	1,375	1,300	1,220	1,300
Service: Maintain strong overall placement and “live release” rates **					
Number of placements (cats & dogs)	1,898	1,937	1,900	1,925	1,900
• Cat placements	1,052	1,071	1,100	1,170	1,100
• Dog placements	846	866	800	755	800
Live Release rate (all animals) (Target ≥ 80.0%)**	91%	91%	85%	91%	89%
• Live release rate for cats	89%	89%	85%	89%	87%
• Live release rate for dogs	93%	93%	85%	94%	90%

**The live release rate represents the sum of animals adopted, transferred to placement partners, and recovered by owners divided by the number of adoptable animals (this designation excludes unplaceable animals such as aggressive or biting animals, animals exposed to rabies, animals surrendered for euthanasia, feral animals, etc.) that left the shelter.

FY 2020-21 Objectives

- Ensure animal placements through adoption events using flexible fees and public outreach; further expand foster opportunities for heartworm positive dogs and young animals that cannot readily thrive in a shelter setting; increase select adoption fees to offset rising animal care costs and; redesign the kitten foster program to more effectively utilize staff resources and allow for expanded use of foster homes.

Animal Services – continued

- Participate in a professional shelter assessment focused on our program of veterinary medicine that will help us to fully utilize our resources and programs
- Increase owner recovery of stray animals by promoting and offering microchips, the addition of newly-created “microchip Thursdays,” managing online lost and found records, and leveraging online resources to share information about found pets.

Animal Services--Animal Control & Protection

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Animal Control						
General Fund						
Expenditures						
Operations	14,484	14,825	15,031	12,050	14,425	14,425
Personnel Services	512,139	540,827	548,822	583,270	580,423	580,423
Recurring Capital	4,479	-	-	-	4,704	4,704
Total Division Expenditures	531,101	555,652	563,853	595,320	599,552	599,552
Offsetting Revenues	(245,562)	(289,079)	(289,079)	(288,625)	(302,674)	(302,674)
Net Cost (Fund)	285,540	266,573	274,774	306,695	296,878	296,878
Total Net Cost (Division)	285,540	266,573	274,774	306,695	296,878	296,878

Major Services

- General Field Service
 - o Respond to service requests in a timely, priority-based manner; provide field services to the towns of Chapel Hill, Hillsborough, and Carrboro; and confer with staff attorney and district attorney regarding animal control and protection
 - o Impound animals that are running at large, surrendered by their owners, behaving aggressively, and are neglected or treated inhumanely; attempt to identify stray or lost animals and return to owners when possible.
- Public Health and Safety
 - o Investigate animal bites and rabies exposures; implement proper public health protocols (e.g., rabies testing and quarantines) and coordinate with Public Health Nurses regarding human risk from rabies exposures.
 - o Declare dogs as dangerous to the public under North Carolina General Statute and/or the county’s Unified Animal Ordinance; make available an appeal hearing pursuant to the Unified Animal Ordinance and state law.
- Community Service
 - o Promote responsible pet ownership including educating pet owners about the legal requirements of animal care; and facilitate lost pet recovery, rabies vaccinations and spaying and neutering.
 - o Provide basic information regarding wildlife and refer residents to area resources as well as the Wildlife Resource Commission for further assistance (except when there are issues of public health and safety).

FY 2019-20 Outcomes

Animal Services – continued

- Division staff facilitated the investigation and seizure of 57 dogs from a “back yard” breeding situation, resulting in multiple charges being filed against the owners, and the rehoming of these animals
- Collaborated with Public Health Nurses to manage human cases of suspected rabies exposure in accordance with established procedures.
- Ongoing participation in quasi-judicial appeals conducted by the Animal Services Hearing Panel Pool.
- Served as a community resource for county’s Community Spay Neuter Program, low-cost rabies vaccination clinics and other animal issues.
- Utilized and update GIS livestock list developed by the Orange County Sheriff’s Office to more effectively identify the owners of at large livestock.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
General Field Services and Animal Protection					
Service Responses	6292	5550	6128	5990	5990
Rabies Exposure and Bite Investigations	445	358	411	405	391
Dangerous Dog Appeal Hearings	20	12	35	22	23
Cruelty/Neglect Investigations	417	402	400	406	402

FY 2020-21 Objectives

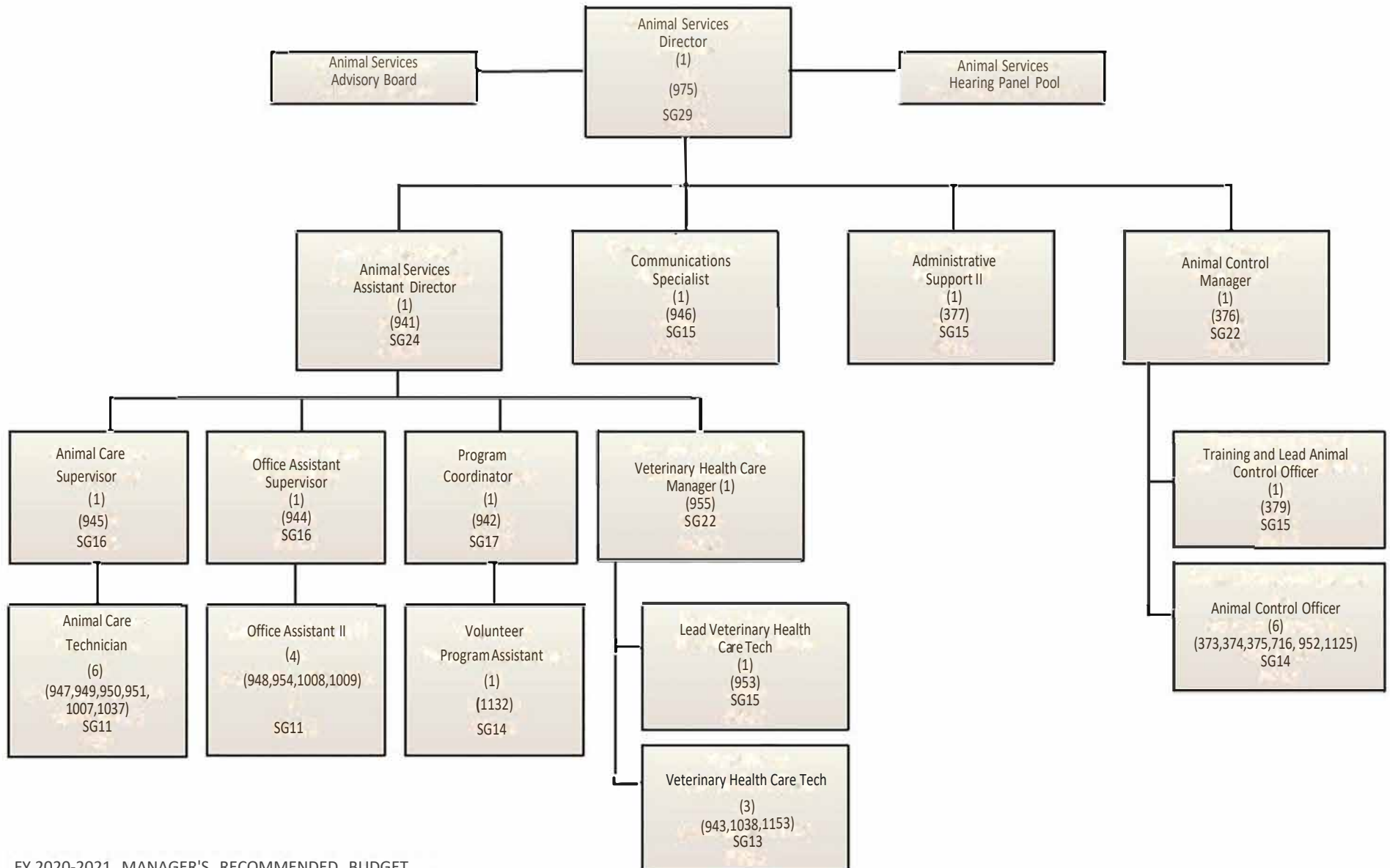
- Continuing collaboration with community partners and other staff to implement more proactive, humane and effective approaches to managing free-roaming cats.
- Create and maintain a smart goal focused on case closure in animal bite cases to assure that case management is effective in eliminating the need for rabies shots.
- Participate in the Community Partners Coalition and promote safe animal practices and awareness of pet owner responsibilities.
- Complete implementation of automatic vehicle locator technology to assure effective dispatching and field services responses.

Budget Highlights

The FY 2020-21 Manager’s Recommended Budget includes:

- Increases for food costs for longer kitten stays while reaching minimum weight required for spaying and neutering.
- Shelter recurring capital for rescue equipment.
- Use of donated funds from the Community Giving Fund will be appropriated separate from General Fund in the coming months. These donated funds are often used to support to treat specific health conditions previously limiting the adoptability of cats and dogs and continue professional consultation focused on veterinary health care.

ANIMAL SERVICES



FY 2020-2021 MANAGER'S RECOMMENDED BUDGET

Article 46 Sales Tax

The Article 46 One-Quarter Cent (1/4 cent) County Sales and Use Tax was approved by Orange County voters in the November 2011 election, and became effective April 1, 2012. A Special Revenue Fund has been established to receive and account for the One-Quarter Cent (1/4 cent) Sales and Use Tax proceeds. The sales and use tax proceeds are divided 50% to the County's two school systems and 50% to Economic Development initiatives. The funds will remain separate from the County's General Fund to allow for more isolated and accurate tracking of revenues and expenditures. The Board of County Commissioners approved a ten-year commitment to allocate the proceeds as follows:

- 50% of the funding will be allocated in an equitable manner between the County's two school systems, based on the Average Daily Membership (ADM) of each school system, for the dedicated purpose of funding capital projects, including but not limited to, facility improvements at older schools and the procurement of technology.
- 50% of the funding will be allocated to Economic Development initiatives.

The tables below reflect recommended uses of the anticipated proceeds of \$3,885,168 by the two school systems and Economic Development in FY 2020-21:

School Systems Recommended Use for FY 2020-21	Amount
Technology – Student Access Computing Devices (Chapel Hill-Carrboro City Schools)	\$1,168,270
Technology – Upgrades (District-Wide – Orange County Schools)	\$ 774,314
TOTAL	\$1,942,584

Article 46 Sales Tax – continued

Economic Development Recommended Use for FY 2020-21	Amount
Debt Service on Infrastructure	\$ 908,259
Utility Service Agreement with Mebane	\$ 50,000
Collaborative/Outreach	\$ 60,000
Small Business Loan Pool	\$ 0
Innovation Center – “Launch Chapel Hill”	\$ 73,500
Agricultural Grants	\$ 100,000
Business Investment Grants	\$ 150,000
Incentives	\$ 265,825
Agricultural Summit	\$ 0
Economic Development Summit	\$ 0
Local Fest Planning	\$ 0
Durham Tech Promise (Scholarships)	\$ 200,000
Breeze Farm Contribution	\$ 10,000
PFAP Improvements (as included in CIP)	\$ 115,000
Arts Incubator	\$ 10,000
TOTAL	\$1,942,584

Asset Management Services

(919) 245-2625

orangecountync.gov/ams

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Asset Management Services						
General Fund						
Expenditures						
Operations	3,309,562	2,576,403	2,928,840	2,481,579	3,443,244	3,035,125
Personnel Services	2,456,835	2,241,032	2,276,999	2,239,998	2,343,198	2,302,611
Recurring Capital	16,681	4,210	214,724	12,955	10,622	-
Total Expenditures	5,783,078	4,821,645	5,420,563	4,734,532	5,797,064	5,337,736
Offsetting Revenues	(325,525)	(331,862)	(331,862)	(331,862)	(301,864)	(301,864)
Net Cost (Fund)	5,457,553	4,489,783	5,088,701	4,402,670	5,495,200	5,035,872

Mission Statement

AMS strives for excellence in providing safe, reliable, sustainable, clean, and comfortable facilities and related assets to Orange County residents, employees, and visitors.

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Administration						
General Fund						
Expenditures						
Operations	24,006	26,956	21,836	28,119	113,238	22,034
Personnel Services	697,919	707,630	719,297	746,812	683,858	700,211
Recurring Capital	3,148	-	6,038	1,865	-	-
Total Division Expenditures	725,073	734,586	747,171	776,796	797,096	722,245
Net Cost (Fund)	725,073	734,586	747,171	776,796	797,096	722,245

Central Services

General Fund						
Expenditures						
Operations	1,179	87,796	151,050	194,683	87,796	87,796
Total Division Expenditures	1,179	87,796	151,050	194,683	87,796	87,796
Offsetting Revenues	(325,525)	(331,862)	(331,862)	(331,862)	(301,864)	(301,864)
Net Cost (Fund)	(324,346)	(244,066)	(180,812)	(137,179)	(214,068)	(214,068)

Administration and Construction Management

Major Services

- Provide customer service support within AMS, respond to phone and email requests for maintenance service, manage, prioritize and route work orders, receive and respond to requests from County residents, Government boards and entities, and other County departments.
- Provide administrative support to AMS operational units, including contract preparation/routing processes, purchase order generation, accounts payable, and annual evaluation administration.
- Manage and support County building projects as identified in the County's Capital Investment Plan (CIP) including departmental oversight, support, and guidance for building projects managed by Solid Waste; Planning & Inspections; Department of Environment,

Asset Management Services – continued

Agriculture, Parks and Recreation (DEAPR); Emergency Services; and the Orange County Sportsplex.

- Provide lease, property and facility management services to County staff, tenants, the NC Courts System, and other occupants with active operating agreements with the County (Community Associations, etc.).

FY 2019-20 Outcomes

- Coordinated and executed leases to support organizational units including:
 - 405 Meadowlands Road, Hillsborough, 6,500 square feet, for the Finance Department.
 - 115 E. King Street, Hillsborough, 2,120 square feet, for use by the Public Defender's Office
 - 308 West Franklin Street, Chapel Hill, 4,008 square feet, for use by the Visitor's Bureau.
 - 101 Europa Center, 10,615 square feet, for use by the Skills Center.
- Initiated a staffing study for Asset Management Services in order to determine if staffing levels are sized to adequately serve the needs of County facilities.
- Managed the remediation of moisture intrusion issues and addressed indoor air quality concerns at several facilities including:
 - John Link Jr. Government Services Center
 - Skills Development Center
 - Solty's Adult Care Center
 - Emergency Services Building
 - Hillsborough Commons
 - Justice Center
- Capital Projects totaling **\$19,559,317** entered the design phase of work in FY 19-20 including:
 - Southern Branch Library/Skill Center **\$13,764,493** re-started design in March 2020. The project is part of a collaborative effort with the Town of Carrboro.
 - Construct New Emergency Services Substation/Efland, **\$1,500,000**
 - Whitted Human Services Service Center, Storm Water Improvements, **\$575,000**. Design started in January 2020
- Significant Capital Projects totaling **\$45,405,606** entered the construction phase during FY19-20 including:
 - Northern Campus, **\$40,205,606**, Construction started October 2019. The project scope includes the construction of a new detention center, environment and agriculture center, and parks base. Current work includes site preparation and foundations.
 - Southern Campus Expansion, **\$5,290,000**, Construction started November 2019. The scope of work includes improvements to the driveway and access road to the campus as well as a building addition to the Seymour Center and additional parking.
- Several Capital projects completed construction in FY 2019-20 including:
 - Emergency Management Services Remediation, **\$3,209,440**. Project completed in February 2020. Scope of work included major re-construction of exterior shell (roof, exterior wall insulation, windows) and completed interior renovation.
 - Solty's Moisture Remediation, **\$188,900**. Project completed in October 2019.
 - Whitted Human Services Service Center – Elevator Replacement, **\$185,000**. completed in January 2020.

Asset Management Services – continued

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Facilities Maintenance						
General Fund						
Expenditures						
Operations	2,267,543	2,237,920	2,486,224	2,039,366	3,000,507	2,695,534
Personnel Services	653,926	658,595	669,124	589,901	747,064	690,618
Recurring Capital	10,999	2,000	205,962	8,380	7,162	-
Total Division Expenditures	2,932,468	2,898,515	3,361,310	2,637,647	3,754,733	3,386,152
Net Cost (Fund)	2,932,468	2,898,515	3,361,310	2,637,647	3,754,733	3,386,152
Custodial Services						
General Fund						
Expenditures						
Operations	189,804	223,731	238,878	200,303	241,704	229,761
Personnel Services	827,955	874,807	888,578	894,959	912,276	911,782
Recurring Capital	-	2,210	2,724	2,710	3,460	-
Total Division Expenditures	1,017,760	1,100,748	1,130,180	1,097,972	1,157,440	1,141,543
Net Cost (Fund)	1,017,760	1,100,748	1,130,180	1,097,972	1,157,440	1,141,543

Facility Environment and Support

Major Services

- Routine cleaning, including contractor management, of County and Court system occupied buildings (24 buildings comprising 325,000 cleanable square feet).
- Schedule and manage floor care (carpet cleaning, hard surface refinishing/Vinyl Composition Tile ("VCT") for County and Court system of occupied buildings).
- Research and implement the use of technological advancements in floor coverings that increase the life, appearance and durability, to reduce signs of aging in County-owned facilities.
- Manage initial response in assigned areas to potential indoor air quality concerns as needed and assist with the identification of hidden moisture issues and other threats to indoor air quality.
- Efficient set-up and tear-down for Southern Orange's County Commissioner events/meetings in Chapel Hill, including but not limited to furnishings for the County Commissioners, seating for the public (approximately 27 scheduled meetings annually), and any unscheduled meetings that may include County Commissioners at Southern Human Services Center.

Facility Environment and Support

FY 2019-20 Outcomes

- Optimized the balance between contract services and in-house floor maintenance, slightly increasing frequency of carpet cleaning work for 200,000 square feet, approximately 24,000 in VCT and specialty coatings on floors to reduce the signs of aging in County locations. Also provided other services outside general cleaning such as deep-cleaning County kitchen floors to help maintain maximum level inspection reports.
- Managed floor care between outside contract services and in-house work such that facility improvements could be funded by enhancement of flooring at the Robert and Pearl Seymour Center and the Southern Human Services facility, delivering more functional facility flooring for both facilities with an urethane floor covering, improving the resiliency and long-term hygiene of the facilities, while also reducing the need for stripping and waxing.

Asset Management Services – continued

- Maintained inventory management and cost consistency through the implementation and enforcement of the chemical dispensing system placed throughout the County which has assisted in offsetting the increase current increases budget request and ensured confidence that proper dilution rates along with more environmentally-friendly base chemical products. Maintained budget integrity by paper products re-alignment implementation to offset unexpected vendor increases.
- Continued improvement of team leaders to elevate service levels through accountability at the point of service to improve the quality of service within the County.

Facility Maintenance

Major Services

- Provide preventative maintenance, corrective and restorative services to 800,000 square feet across more than 40 County-owned facilities in areas including, but not limited to electrical, heating, air conditioning and ventilation (HVAC); plumbing; painting; carpentry; sidewalks; parking lots; roofing; drainage; and security systems, through a combination of in-house staff and contracted service providers.
- Train building occupants as needed and ensure the safe operation of their facilities. This includes providing routine testing of all major safety systems.
- Lead organization in inclement weather preparation and response.

Facility Maintenance

FY 2019-20 Outcomes

- Continued to successfully lead and implement an inter-departmental team (AMS, DEAPR, and Solid Waste) for inclement weather preparation and recovery in order to keep County operating safely during times of inclement weather.
- Continued to reduce after-hours emergency service calls, signifying successful systems maintenance, internal customer education and communications, and increased internal maintenance team skills and productivity.
- Devised new procedures and training to reduce the percentage of instances where staff had to (Return for repeat work)repair again something that had already been reported as completed.
- Operate(d) a safe working environment as evidenced by (Training staff to safely work on all aspects of trades and County equipment)having no reported injuries

Sustainability Program

Major Services

- Enhance or develop sustainable practices and programs for County residents and County government operations to increase efficiencies and decrease negative impacts on society and the environment.
- Manage sustainability projects to include grant-funding procurement, pre-project design, development of budget and specifications, project implementation, and project training.
- Monitor and educate staff and stakeholders about County sustainability efforts.
- Respond to requests for information from County residents, Commissioners, staff, and the news media.
- Coordinate sustainability activities among County departments, boards, commissions, external agencies, other local governments, and community organizations.

Sustainability Program

FY 2019-20 Outcomes

Asset Management Services – continued

- **Energy Efficiency Design Assistance:** Assisted with the Duke Energy Design Assistance process for the three new buildings on the County's new Northern Campus in partnership with County project managers and private design teams. This process is expected to garner tens of thousands of dollars in up-front incentive payments to the County and establish over tens of thousands more in ongoing annual avoided energy costs based on comparing what was built against the minimum required building performance.
- **New Grants:** Wrote and won a \$147,247 grant to offset the costs of: 1.) A solar-powered electric vehicle charger with battery backup; 2.) Replacing 12 of the County's original electric vehicle charging stations; and 3.) A two year lease to an electric vehicle for the Orange County CarShare program. The Sustainability Program also secured a technical assistance grant worth more than \$5,000 from the US Green Building Council, and renewed an annual \$30,000 grant to support the County's Transportation Demand Management (TDM) Coordinator in partnership with Orange County Public Transportation. The TDM Coordinator creates, manages, and promotes sustainable commute options for County employees and all Hillsborough employers. This position is supervised by the Sustainability Coordinator. This brings the total grant funding secured by the Sustainability Program to more than \$330,000 since 2015.
- **Orange County Climate Action Tax Project Management:** Created and refined the first round of projects to be funded by \$469,272 in proceeds from the new Climate Action Tax. Created a 6-factor scoring rubric weighting social justice most heavily and facilitated scoring by the Commission for the Environment. Implemented approved programs with approval and guidance of County Commissioners.
- **Sustainability Internship Program:** Successfully recruited and managed the work of three additional interns from NC State and UNC – Chapel Hill. In total, the internship program has added more than 2500 free staff hours and 520 low - cost contract hours to amplify the work of the Orange County Sustainability Program and provide green job training for young professionals.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Facility Operating Cost*					
Performance Index FY 18-19: \$4.94	\$4.56	\$4.94	\$5.01	\$5.08	\$5.31
Variance From Index Year:	-8%	0%	1%	3%	7%
Energy Consumed (Thousand BTUs per Square Foot)					
Performance Index FY 18-19: 142	137	142	Not applicable	126	Not applicable
Variance From Index Year:	-4%	0%	Not applicable	-11%	Not applicable
Water Consumed Gallons per Square Foot					
Performance Index FY 18-19: 10.35	8.2	10.35	Not applicable	7.19	Not applicable
Variance From Index Year:	-21%	0%	Not applicable	-31%	Not applicable

*Excludes the cost of leases in all applicable years, as lease costs are not directly related to maintenance.

Asset Management Services – continued

FY 2020-21 Objectives

Administration and Construction Management Objectives

- Safeguard the health and productivity of County facilities and their occupants through proactive planning, preventative maintenance, transparent communication, and quick and complete response to identified issues.
- Plan, manage, communicate and successfully complete Board Approved Capital Projects managed by AMS; as well provide assistance for those Capital Projects managed by other County Departments.
- Facilitate efficient utilization of County space, energy, fuel, and equipment resources through collaboration with County departments, the County Manager, and the Board of County Commissioners.
- Develop and execute the Department's robust training and professional development program in order that the Department's services are effective, efficient, and beneficial to both County customers and Asset Management Services employees.
- Refine a yearly customer satisfaction survey that will cover all major service areas.

Facility Environment and Support Objectives

- Maintain or reduce cost per square foot for routine cleaning services through efficiencies in operation while maintaining a high quality working environment for County employees and residents.
- Explore and implement custodial service delivery options that will balance service expectations and available resources within an environment of increase facilities area coverage.
- Maintain high level of sanitation in common areas, maximizing indoor air quality and minimizing risks to human health.

Facility Maintenance Objectives

- Provide exceptional 24-hour service for County facilities while also reducing after-hours emergency calls and business hour call-backs by executing proactive preventive maintenance work.
- Provide exceptional services for inclement weather events to include (Pre planning) response (Times), (Continuous planning and strategies to include equipment and Contractor services) Ensure safety for County employees and visitors to County locations.
- Maintain effective cost control (\$/square foot of maintained space within the departmental meaningful measurements) while maintaining high quality maintenance delivery and facility outcomes.
- Continue to provide excellent customer service, while also providing a safe working environment for Orange County staff and residents. The promotion of safety and customer service is rooted in customer communication as well as a rigorous training program, specifically focused on safety and preventive maintenance.
- Provide increased service to facilities through inspections and aggressive actions to reduce water intrusion.
- Provide customers and visitors with safe and comfortable facilities by following all County and departmental policies.

Sustainability Program Objectives

Asset Management Services – continued

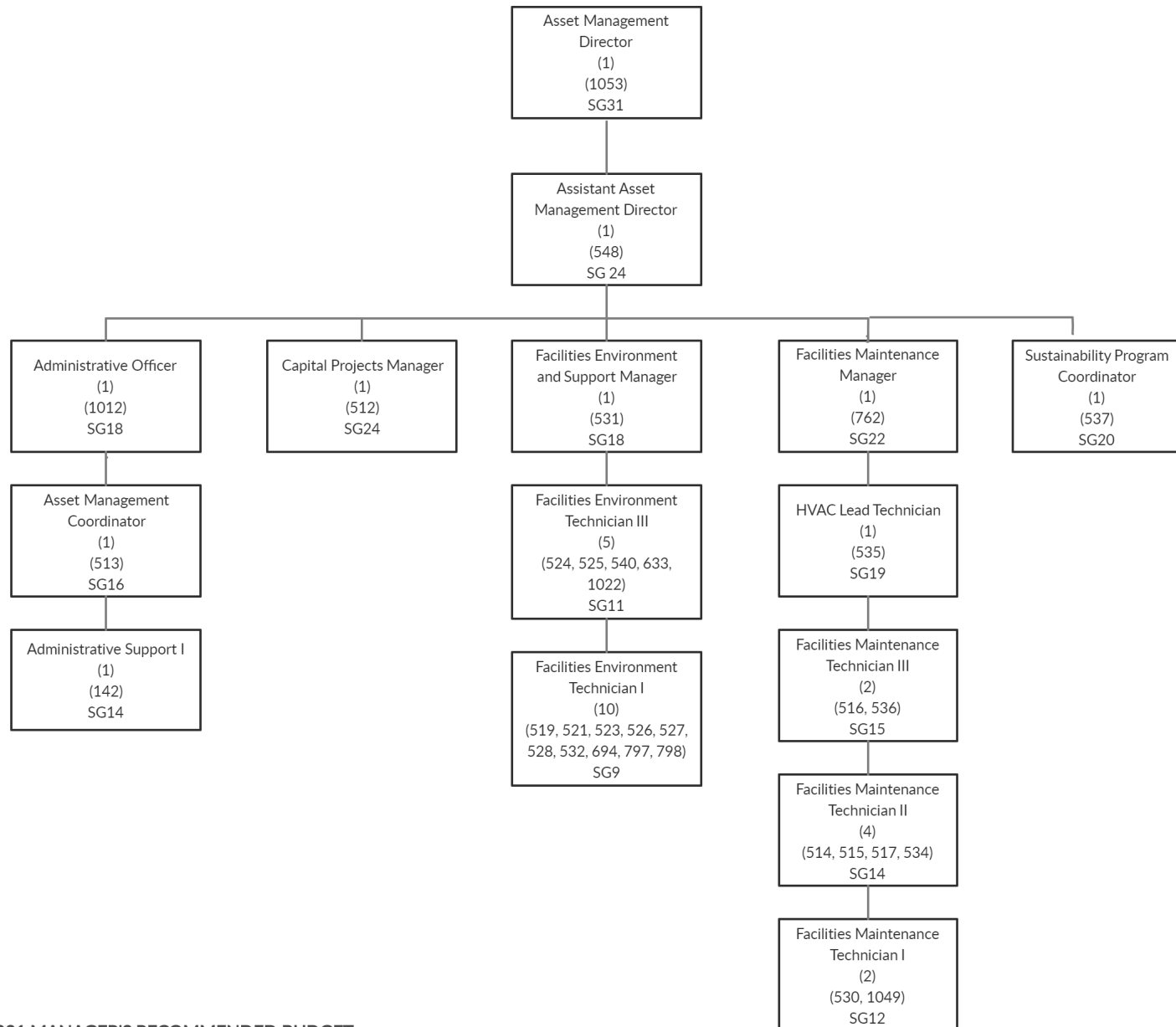
- Implement effective energy, water, and fuel management policies and procedures for County facilities and vehicles that meet County sustainability goals and yield cost savings.
- Use the County's updated Greenhouse Gas Inventory to create a plan for the County to attain climate change, resilience, and renewable energy goals for the benefit of all County residents.
- Use a social justice lens to analyze and improve the racial equity of the County's sustainability programs.
- Manage the work of the County's TDM Coordinator to implement the grant-supported Orange County Commute Options Program as part of a regional collaboration led by the Triangle J Council of Governments and GoTriangle. This program creates and promotes commuter options programs to reduce traffic congestion and improve local air quality. Programming includes the County telework program, a carpool ride-matching service, a GoPerks commuter incentive program, and a subsidized bus pass program.
- Manage the operation and repairs of a network of 18 free public charging plugs to promote the adoption of clean - driving electric vehicles.

Budget Highlights

The FY 2020-21 Manager's Recommended Budget includes:

- Base funding for most operations.
- Budgeted rent expenses for county offices displaced by mold remediation efforts.
- Reduction of travel and training budgets as part of economic contingency plan to assist in countering the fiscal impact from the COVID-19 pandemic.

Asset Management Services



Board of County Commissioners/ Clerk to the Board's Office

(919) 245-2130

orangecountync.gov/bocc

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>By Category (General Fund)</i>						Account: 200
Personnel Services	689,500	671,710	682,113	675,824	665,086	677,795
Operations	268,748	314,419	343,130	280,016	335,024	310,037
Capital Outlay	1,130	0	0	0	0	0
Total Expenditures	\$ 959,378	\$ 986,129	\$ 1,025,243	\$ 955,840	\$ 1,000,110	\$ 987,832
County Costs (net)	\$ 959,378	\$ 986,129	\$ 1,025,243	\$ 955,840	\$ 1,000,110	\$ 987,832
Total Board of County Commissioners and Related Expenditures	\$ 959,378	\$ 986,129	\$ 1,025,243	\$ 955,840	\$ 1,000,110	\$ 987,832

Mission Statement

The mission of the Orange County Clerk to the Board's Office is to provide permanent official, records required by North Carolina General Statutes for present and future generations; to provide the Orange Board of County Commissioners (BOCC) a guided focus and direction through meetings and agendas; and to provide for citizen participation and involvement in County Government through the oversight of 20+ volunteer boards and commissions appointed by the BOCC.

Board of County Commissioners: Clerk to the Board

Major Services

- Custodian for the County seal and the retention of official records including minutes, ordinance books, records of County-appointed boards and committees, resolutions, contracts, agreements, and leases, etc., in accordance with the North Carolina General Statutes; prepares official copies of documents including ordinances, resolutions and meeting minutes as adopted by the Board; certifies legal documents on behalf of the County
- Administers appointment process for 20+ volunteer boards and commissions internally and 20+ multi-jurisdictional boards externally
- Ensures public access to County records as required by state public records laws
- Provides primary/secondary communications between Orange County Government and the public through local and regional media outlets
- Manages the maintenance of the legislative record of the Board of Commissioners and all other committees, boards, and commissions; manages the maintenance of minutes, resolutions, ordinances, appeals, licenses, permits, and other documents that come under the jurisdiction of the Clerk
- Researches past and current Board actions as requested; ensure that County staff and the public have access to all aspects of the legislative history in a timely manner

Board of County Commissioners/ Clerk to the Board's Office – continued

- Directs, monitors, and evaluates the work of assigned consultants and/or contractors according to pertinent agreements; assist in the development of appropriate contract language; provide clear, concise, and consistent direction; act as a resource and County representative to consultant or contractor regarding administrative and operational policies, procedures, and guidelines.
- Serves as the liaison for assigned programs with other programs, divisions, departments, and outside agencies; negotiate and resolve sensitive and controversial issues; coordinate assigned program activities with those of other County departments and outside agencies.

FY 2019-20 Outcomes

- Provide BOCC meeting administrative support for 36 meetings and was the administrative lead for Granicus (web streaming).
- Push out 36 agendas and meeting highlights before and after Board meetings.
- BOCC to approve approximately 36 sets of minutes-
- Closed Sessions Minutes- Draft for BOCC Approval— 12 closed session minutes
- Succession planning with Risk Management- have drafted COOP Plan
- Strategic Plan for Records Management
- Implementation of a RIM (records and Implementation) Focus Group to work towards developing a strategy for establishing a County-wide records management program (made up of 8-10 internal departments to review current department strategies, procedures and obstacles, and prepare a report for the County's management team to achieve support for a comprehensive RIM program. The long term plan addresses many organizational areas including space needs, software, retention, compliance, etc. and encompasses buy-in from numerous departments; it's an ongoing strategy and priority, not just a situational fix)

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Advisory Boards and Commissions (including advertising, processing applications, agenda process for appointments, follow up after appoints are made.)					
# of Applications Received	140	158	165	165	200
% of eligible reappointments resubmitted to BOCC prior to term expiring	*	*	85%	85%	90%
# of New Applicants Recommended by an Advisory Board submitted to the BOCC for reappointment	*	*	100%	100%	100%
# of Outreach Meetings to Educate Residents on Advisory Boards and Commissions	*	*	3	3	5
Service: Records Management					
% of Contracts completed within 15 days of department request	*	*	85%	85%	90%
Length of time to post BOCC actions following a BOCC meeting	*	*	48 hours	48 hours	24 hours
Service: Information Specialist/Administration					

Board of County Commissioners/ Clerk to the Board's Office – continued

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
# of days Minutes are prepared and approved post BOCC meeting	*	*	25 days	25 days	20 days
% of BOCC Meetings noticed to the Public at least 7 days in advance	*	*	100%	100%	100%
% of agendas published in electronic format within 24 hours of receipt	*	*	100%	100%	100%

**New performance measure – not previously tracked.*

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
# of BOCC meetings, agendas, minutes, and webcasting	50	50	40	40	45
# of Contracts Executed	717	717	825	950	1,000
# of Ordinances	42	42	35	45	40
# of Proclamations	15	15	17	25	20
# of Resolutions	85	85	90	100	90

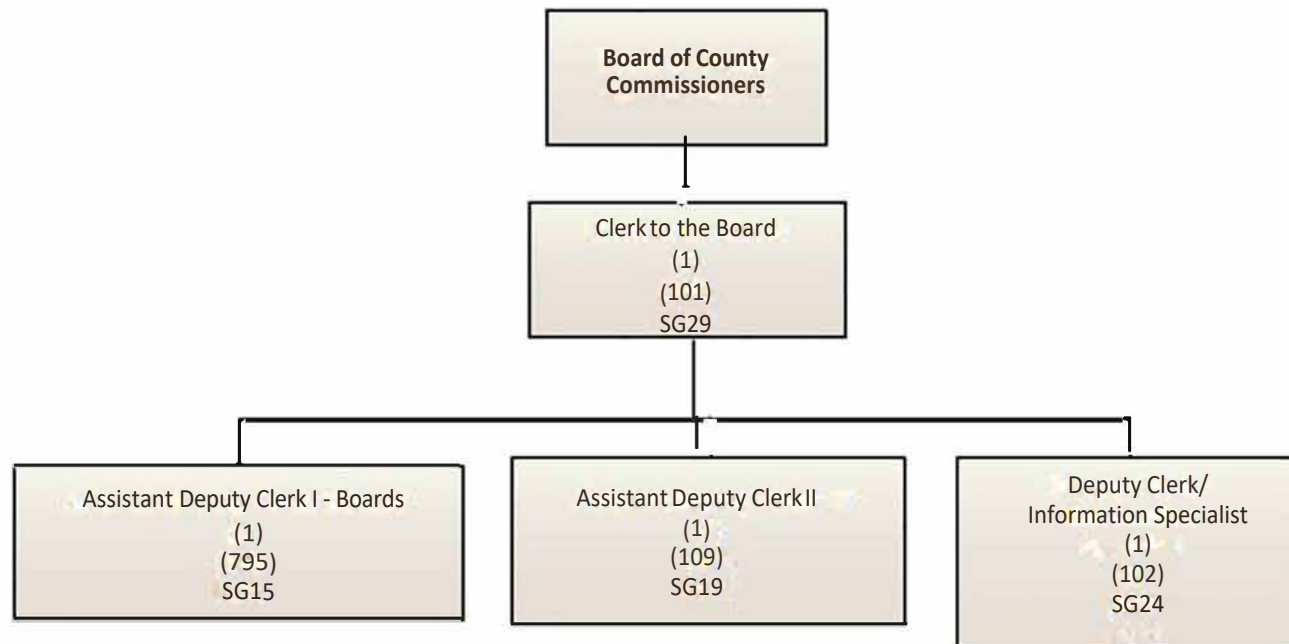
FY 2020-21 Objectives

- Provide BOCC meeting support for 35-40 meetings and is the administrative lead for Granicus (web streaming).
- Push out 35-40 agendas and meeting highlights before and after Board meetings.
- Closed Sessions Minutes- Draft for BOCC Approval—approximately 15 closed session minutes
- Provide approximately 35-40 set of minutes for Board approval
- Strategic Records Management Plan- to continue with the RIM group with approximately 4-6 meetings.

Budget Highlights

- The FY 2020-21 Manager's Recommended Budget includes implementing a new Boards and Commissions software through the use of available BOCC Information Technology capital funds for the purchase and implementation; upgrade to the FTR recording system for transcription purposes (due to the County's upgrade to Windows 10), and this also will be funded out of available BOCC Information Technology capital funds.
- The FY 2020-21 Manager's Recommended Budget includes funds of \$12,709 to increase the Commissioners' base salary to \$23,591, effective December 2020, to better align with the average of other regional Board of Commissioners base salaries. This was approved by the BOCC at a June 11, 2019 meeting, with an implementation date of December 2020.
- The Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic:
 - \$25,000 in BOCC Travel
 - \$400 in Training/Development

BOARD OF COUNTY COMMISSIONERS OFFICE



FY 2020-2021 MANAGER'S RECOMMENDED BUDGET

Board of Elections

Phone Number: (919) 245 - 2350

Website: <http://www.orangecountync.gov/elections>

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>By Category (General Fund)</i>						Account: 310
Personnel Services	540,573	707,127	713,776	702,426	628,420	628,420
Operations	155,988	245,694	245,694	197,229	227,900	214,943
Capital Outlay	0	0	0	0	0	0
Total Expenditures	\$ 696,561	\$ 952,821	\$ 959,470	\$ 899,655	\$ 856,320	\$ 843,363
Offsetting Revenues	0	(89,764)	(89,764)	(76,049)	(339)	(339)
County Costs (net)	\$ 696,561	\$ 863,057	\$ 869,706	\$ 823,606	\$ 855,981	\$ 843,024
Total Board of Elections and Related Expenditures	\$ 696,561	\$ 952,821	\$ 959,470	\$ 899,655	\$ 856,320	\$ 843,363

Mission Statement

The Board of Elections is responsible for conducting all elections held in Orange County in accordance with mandates set by Federal and State law and policies set by the State Board of Elections. Our mission is to maintain the integrity of elections, ensure election results are accurate, and make the election process inclusive for all eligible voters.

Major Services

- Conduct all elections held in Orange County
- Receive candidate filings and issue certifications to elected officials
- Receive, audit, and post campaign finance reports
- Receive and process voter registration forms
- Recruit and train precinct officials
- Secure polling places and early voting sites ensuring ADA compliant accessibility

FY 2019 – 20 Outcomes

- Effectively and efficiently conducted the October 8, 2019 Durham Municipal Primary, November 5, 2019 Municipal Election, and March 3, 2020 Presidential Preference Primary held in Orange County
- Successfully operated six early voting sites with a record number of voting hours
- Timely processed absentee ballot requests and mailed absentee ballots
- Timely processed registrations received to maintain an accurate and up-to-date voter registration database
- Certified “Multi-Partisan Assistance Teams” to assist with requesting and/or casting mail-in absentee ballots for voters in assisted living facilities resulting in teams making multiple visits to assist in requesting absentee ballots and returning to assist in marking ballots as needed
- All full-time staff are Certified North Carolina Election Administrators (CNCEA)

Board of Elections – continued

SERVICE: Conduct Elections

Outcome Measures	2015 Municipal	2016 Primary	2016 General	2017 Municipal	2018 Primary	2018 General	2019 Municipal
Registered Voters	75,212	108,925	116,432	80,168	105,593	115,231	76,551
Total Ballots Cast	12,615	47,621	82,818	14,108	19,838	67,649	13,787
Voter Turnout	16.77%	43.72%	71.13%	17.60%	18.79%	58.71%	18.01%
Ballots Cast Prior to Election Day	30.54%	43.92%	77.06%	32.09%	33.49%	68.27%	34.57%
Ballots Cast on Election Day	69.46%	56.08%	22.94%	67.91%	66.51%	31.73%	65.43%

2016 Special Congressional and Judicial Primary Election (12.75% voter turnout)

SERVICE: Voter Registration

Outcome Measures	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual
Absentee Ballots Processed	2,188	227	5,259	653	3,190	465
Registrations Processed	23,855	15,292	55,224	15,552	30,851	19,708
Registrations Removed	11,099	6,422	12,880	10,542	17,430	16,484
Voter Card Mailings	53,151	22,385	53,064	36,632	42,287	33,269

Board of Elections – continued

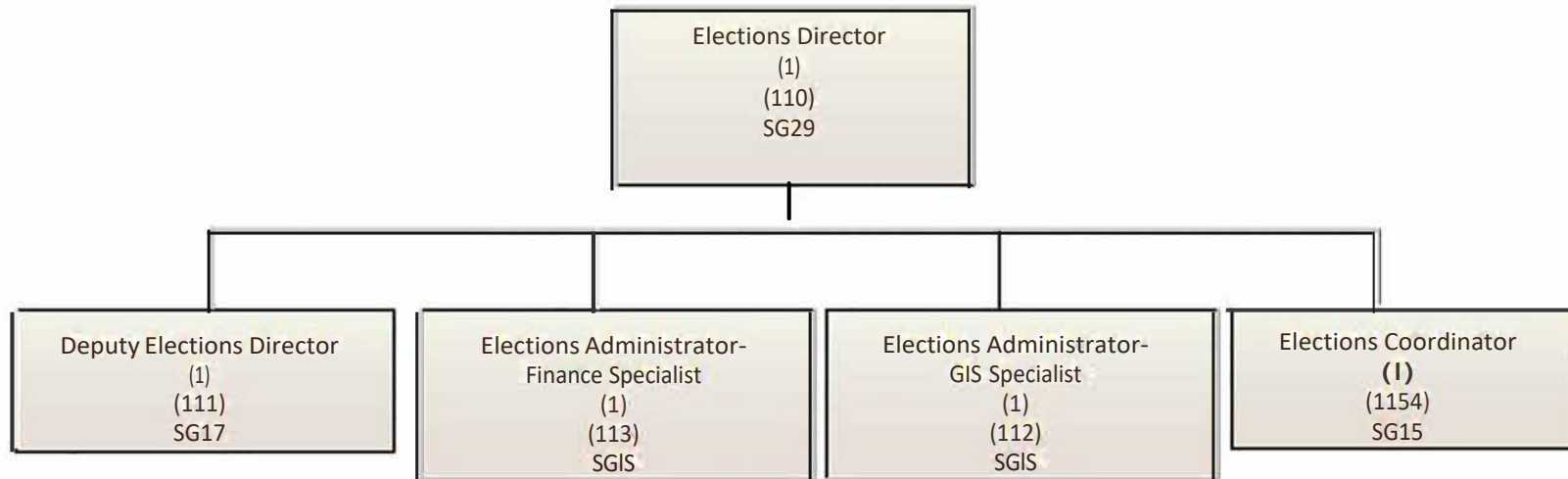
FY 2020 –21 Fiscal Year Objectives

- Successfully conduct November 3, 2020 Presidential General Election and recounts as required
- Successfully operate six early voting sites with extended hours
- Continue initiative to ensure department receives highest level of training through professional education programs to more effectively manage ever-changing election laws and meet growing demands for technological expertise
 - Staff to maintain designation as Certified North Carolina Election Administrators (CNCEA)
 - Director and deputy director to obtain designation as nationally Certified Election and Registration Administrators (CERA) through the Election Center's professional education program designed and coordinated with Auburn University
- Continue to diligently and accurately maintain our registration database
- Provide the best possible customer service to the voting public

Budget Highlights

- Decreases in both Personnel and multiple Operating accounts due to budgeting for one election, November 3, 2020 Presidential General Election, in FY 2020–21
- The Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.

BOARD OF ELECTIONS



FY 2020-2021 RECOMMENDED BUDGET

Manager Recommended FY 2020-25 Capital Investment Plan

The Manager Recommended FY 2020-25 Capital Investment Plan (CIP) was presented to the Board of County Commissioners on April 7, 2020. The following CIP Summaries were included as part of the presented Plan. The Board held a work session on April 14, 2020 to begin review and discussion. The Board will consider approval of FY 2020-21 (Year 1) funding of the FY 2020-25 CIP on June 16, 2020.

Orange County Capital Investment Plan - Plan Summary - RECOMMENDED
Fiscal Years 2020-25

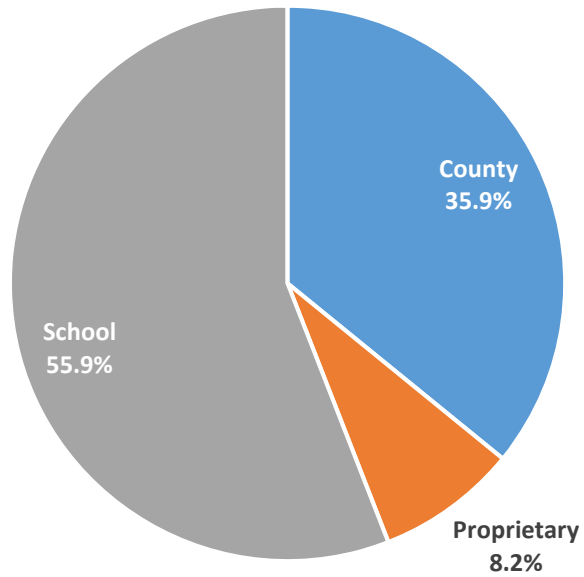
Appropriations	Current Fiscal Year 2019-20	Year 1 Fiscal Year 2020-21	Year 2 Fiscal Year 2021-22	Year 3 Fiscal Year 2022-23	Year 4 Fiscal Year 2023-24	Year 5 Fiscal Year 2024-25	Five Year Total	Year 6 to Year 10
County	11,518,264	13,082,582	24,189,587	21,181,857	12,356,294	8,684,412	79,494,732	115,019,483
Proprietary								
Solid Waste	1,545,536	1,946,752	1,820,331	2,812,933	1,750,398	1,138,264	9,468,678	8,662,796
Sportsplex	372,000	922,000	245,000	1,525,000	430,000	2,021,000	5,143,000	1,425,000
Water & Sewer Utilities	1,060,000	130,000	1,350,000	945,000			2,425,000	
Proprietary Total	2,977,536	2,998,752	3,415,331	5,282,933	2,180,398	3,159,264	17,036,678	10,087,796
School								
Chapel Hill-Carrboro City Schools								
Bond Referendum			1,922,000				1,922,000	
Chapel Hill-Carrboro City Schools	5,080,991	5,074,200	4,568,754	4,667,561	4,769,317	4,874,119	23,953,951	26,602,887
Deferred Maintenance Projects	1,804,200	1,804,200					1,804,200	49,207,493
Recurring Capital Items	1,804,200	1,804,200	1,804,200	1,804,200	1,804,200	1,804,200	9,021,000	9,021,000
Supplemental Deferred Maintenance Program		1,800,000	10,000,000	6,242,000			18,042,000	
Chapel Hill-Carrboro City Schools Total	8,689,391	10,482,600	18,294,954	12,713,761	6,573,517	6,678,319	54,743,151	84,831,380
Orange County Schools								
Bond Referendum	20,064,000		11,386,000				11,386,000	
Orange County Schools	3,367,615	3,363,113	3,028,110	3,093,598	3,161,040	3,230,501	15,876,362	17,269,922
Deferred Maintenance Projects	1,195,800	1,195,800					1,195,800	44,303,065
Recurring Capital Items	1,195,800	1,195,800	1,195,800	1,195,800	1,195,800	1,195,800	5,979,000	5,979,000
Supplemental Deferred Maintenance Program		4,150,000	3,600,000	4,208,000			11,958,000	
Orange County Schools Total	25,823,215	9,904,713	19,209,910	8,497,398	4,356,840	4,426,301	46,395,162	67,551,987
Durham Tech Community College								26,547,911
School Total	34,512,606	20,387,313	37,504,864	21,211,159	10,930,357	11,104,620	101,138,313	178,931,278
Grand Total	49,008,406	36,468,647	65,109,782	47,675,949	25,467,049	22,948,296	197,669,723	304,038,557
Revenues/Funding Sources								
9-1-1 Funds								
Article 43 Sales Tax Proceeds								
Article 46 Sales Tax Proceeds	2,219,120	2,057,584	2,160,288	2,101,099	2,185,143	2,272,549	10,776,663	12,801,210
Available Project Balances								
Bonds								
Contributions from Other Infrastructure Partners	100,000	55,000	450,000	3,200,000			3,705,000	92,500
Debt Financing	9,689,220	10,001,234	22,090,857	13,021,362	11,430,339	7,031,298	63,575,090	75,745,637
Debt Financing - 2/3 Net Debt Bonds								
Debt Financing - Affordable Housing Bond Proceeds								
Debt Financing - Article 46 Sales Tax	1,060,000	130,000	1,350,000	945,000			2,425,000	
Debt Financing - Bond Proceeds	20,064,000		13,308,000				13,308,000	
Debt Financing - Durham Tech								26,547,911
Debt Financing - E911								
Debt Financing - Older Facilities	1,000,000	1,000,000					1,000,000	
Debt Financing - School Improvements	7,012,132	13,042,375	20,774,222	17,707,706	7,342,860	7,429,717	66,296,880	132,529,017
Debt Financing - Solid Waste	833,356	1,025,952	1,820,331	2,405,285	1,750,398	1,138,264	8,140,230	8,662,796
Debt Financing - Sportsplex	372,000	895,000		1,275,000	320,000	1,891,000	4,381,000	
From 9-1-1 Funds								
From Capital Reserve Funds	3,000,000	3,000,000					3,000,000	
From Other Projects								
General Government Revenue								
Grant Funding	432,572	1,422,691	445,500	832,500	250,000	750,000	3,700,691	3,010,000
Grant Funds State - E911 Board								
Insurance Proceeds								
Lottery Proceeds	1,402,354	1,402,354	1,402,354	1,402,354	1,402,354	1,402,354	7,011,770	7,053,140
Medicaid Maximization Funds	68,200							3,629,500
NCDEQ Reimbursement Fund	67,000	500,000		3,000,000			3,500,000	
Partner Funding								
Partner Funding - County Capital				400,000			400,000	28,989,133
Qualified School Construction Bonds								
Register of Deeds Fees	80,000	80,000	80,000	80,000	80,000	80,000	400,000	400,000
Solid Waste Funds	712,180	920,800		407,648			1,328,448	
Sportsplex Funds		27,000	245,000	250,000	110,000	130,000	762,000	1,425,000
Transfer from General Fund	746,272	908,657	983,230	647,995	595,955	823,114	3,958,951	3,152,713
Transfer from Other Capital Funds	150,000							
Transfer from Other Funds								
Transfer from Other Projects								
Transfer from Payment-in-Lieu								
Grand Total	49,008,406	36,468,647	65,109,782	47,675,949	25,467,049	22,948,296	197,669,723	304,038,557

County Capital Projects Summary - RECOMMENDED
Fiscal Years 2020-25

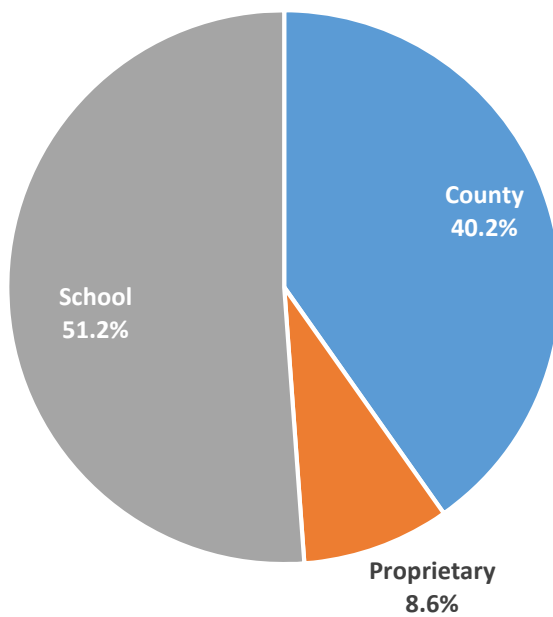
Appropriations	Current Fiscal Year 2019-20	Year 1 Fiscal Year 2020-21	Year 2 Fiscal Year 2021-22	Year 3 Fiscal Year 2022-23	Year 4 Fiscal Year 2023-24	Year 5 Fiscal Year 2024-25	Five Year Total	Year 6 to Year 10
Bingham Park								7,000,000
Blackwood Farm Park	150,000	350,000	15,000	910,000	775,000	155,000	2,205,000	
Cedar Grove Community Center			110,745				110,745	
Cedar Grove Park, Phase II						100,000	100,000	1,200,000
Climate Change Mitigation Project	469,272	478,657	488,230	497,995	507,955	518,114	2,490,951	2,750,213
Communication System Improvements	273,250	150,000	157,000	163,850	173,000	182,000	825,850	1,055,948
Community Centers Vans Purchase	140,000							
Community Loan Fund Projects	224,340							
Conservation Easements		1,000,000		1,000,000		1,000,000	3,000,000	2,000,000
County Recreation Center								3,300,000
Court Street Annex	188,600			100,000			100,000	
Criminal Justice Resource Department	216,300							
Efland-Cheeks Community Center				100,000			100,000	1,000,000
Emergency Services Substations	450,000	3,500,000	2,000,000	320,000	4,000,000		9,820,000	6,000,000
Facility Accessibility, Safety and Security Improvements	525,000	164,100	533,169	800,015	437,904	1,095,980	3,031,168	3,072,452
Facility Master Plan - Hillsborough		300,000					300,000	
Fairview Park Improvements	617,000	500,000		3,000,000			3,500,000	1,500,000
Generator Projects	158,000	450,000					450,000	
Government Services Annex	375,000							
Hollow Rock Nature Park (New Hope Preserve)		110,000					110,000	165,000
HVAC Projects	1,232,500	416,000	535,000	455,000	357,000	900,000	2,663,000	2,065,000
Information Technologies Broadband Connectivity	150,000							
Information Technologies Fiber Connectivity			1,160,000				1,160,000	
Information Technologies Governance Council Initiatives	390,000		500,000		500,000		1,000,000	1,500,000
Information Technologies Infrastructure	560,000	934,500	1,169,500	748,385	767,836	787,871	4,408,092	4,701,560
Justice Facility Improvements	43,221							
Lake Orange - Dam Rehabilitation	95,000	150,000	395,000	45,000	270,000	1,900,000	2,760,000	
Lands Legacy Program				500,000	500,000	500,000	2,000,000	2,500,000
Little River Park, Phase II	50,000		500,000				500,000	
Main Branch Library Remodel								1,200,000
Major Plumbing Repairs	250,778	45,000		200,000	1,840,000		2,085,000	
Millhouse Road Park		300,000	400,000	6,400,000			7,100,000	
Mountains to Sea Trail	289,000		181,000				181,000	693,000
Neuse River (Falls Lake) Rules - Stormwater Control Measures			175,000	175,000	175,000	175,000	700,000	725,000
Northeast District Park								8,000,000
Old Courthouse Square - Building and Grounds Improvements		20,000	220,000	390,000			630,000	
Orange County Radio/Paging Systems Upgrade								45,100,000
Orange County Southern Branch Library		400,000	8,405,843				8,805,843	
Parking Lot Improvements	145,500	215,000	30,000	15,000	30,000	15,000	305,000	1,848,600
Parks and Recreation Facility Renovations, Repairs, and Safety Improvements	180,000	180,000	180,000	180,000	180,000	180,000	900,000	900,000
Phillip Nick Waters Building Remediation	957,500							
Piedmont Food & Agriculture Processing Building Improvements	60,000	115,000	140,000				255,000	
Register of Deeds Automation	80,000	80,000	80,000	80,000	80,000	80,000	400,000	400,000
Roofing and Building Façade Projects	1,142,800	790,000	348,700	338,020	313,000	55,000	1,844,720	1,491,540
Sheriff's Office - Body Camera	158,381							
Soccer.com Soccer Center, Phase II			4,589,000				4,589,000	
Southern Orange Campus Expansion								5,185,000
Sustainability Projects	50,000		50,000	50,000	50,000	50,000	200,000	250,000
Twin Creeks Park and Educational Campus, Phase II			220,000	3,780,000			4,000,000	4,000,000
Upper Eno Nature Preserve - Seven Mile and McGowan Creek Nature Parks					438,000		438,000	
Vehicle Replacements	1,253,622	2,434,325	1,106,400	933,592	961,599	990,447	6,426,363	5,416,170
Whitted Building Campus	575,000							
Whitted Medical Waiting Room Renovations	68,200							
Grand Total	11,518,264	13,082,582	24,189,587	21,181,857	12,356,294	8,684,412	79,494,732	115,019,483
Revenues/Funding Sources								
Article 46 Sales Tax Proceeds	185,000	115,000	140,000				255,000	
Contributions from Other Infrastructure Partners	100,000	55,000	450,000	3,200,000			3,705,000	92,500
Debt Financing	9,689,220	10,001,234	22,090,857	13,021,362	11,430,339	7,031,298	63,575,090	75,745,637
Grant Funding	432,572	1,422,691	445,500	832,500	250,000	750,000	3,700,691	3,010,000
Medicaid Maximization Funds	68,200							3,629,500
NCDEQ Reimbursement Fund	67,000	500,000		3,000,000			3,500,000	
Partner Funding - County Capital				400,000			400,000	28,989,133
Register of Deeds Fees	80,000	80,000	80,000		80,000	80,000	400,000	400,000
Transfer from General Fund	746,272	908,657	983,230	647,995	595,955	823,114	3,958,951	3,152,713
Transfer from Other Capital Funds	150,000							
Grand Total	11,518,264	13,082,582	24,189,587	21,181,857	12,356,294	8,684,412	79,494,732	115,019,483

**FY 2020-25 Orange County Capital Investment Plan Projects
County-Wide Summary - Appropriation**

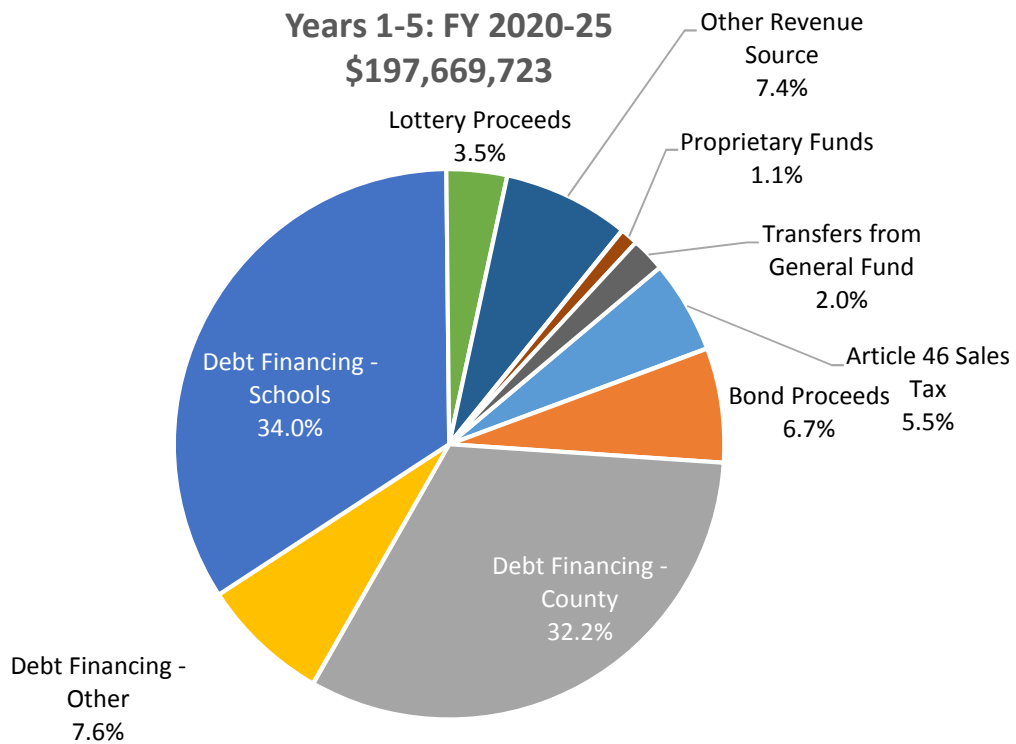
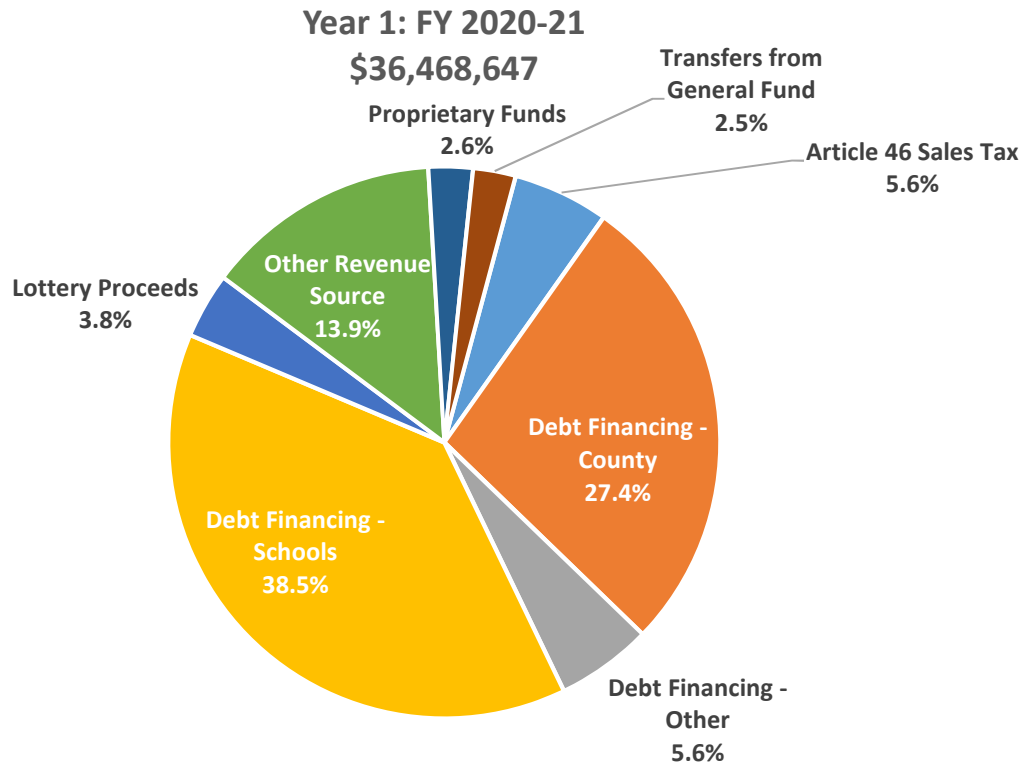
**Year 1: FY 2020-21
\$36,468,647**



**Years 1-5: FY 2020-25
\$197,669,723**

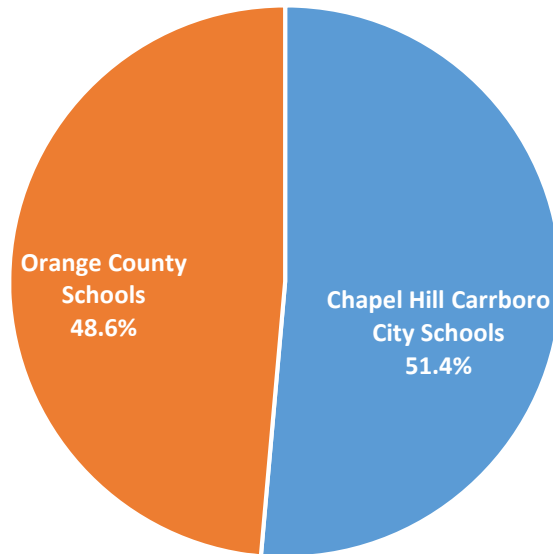


**FY 2020-25 Orange County Capital Investment Plan Projects
County-Wide Summary - Funding Sources**

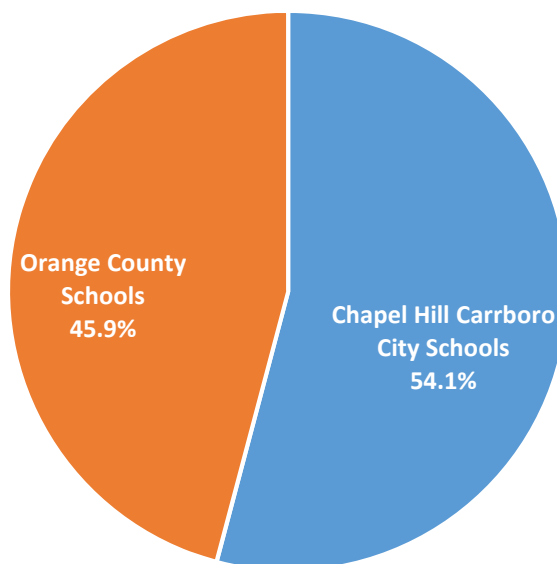


**FY 2020-25 Orange County Capital Investment Plan Projects
School Summary - Appropriation**

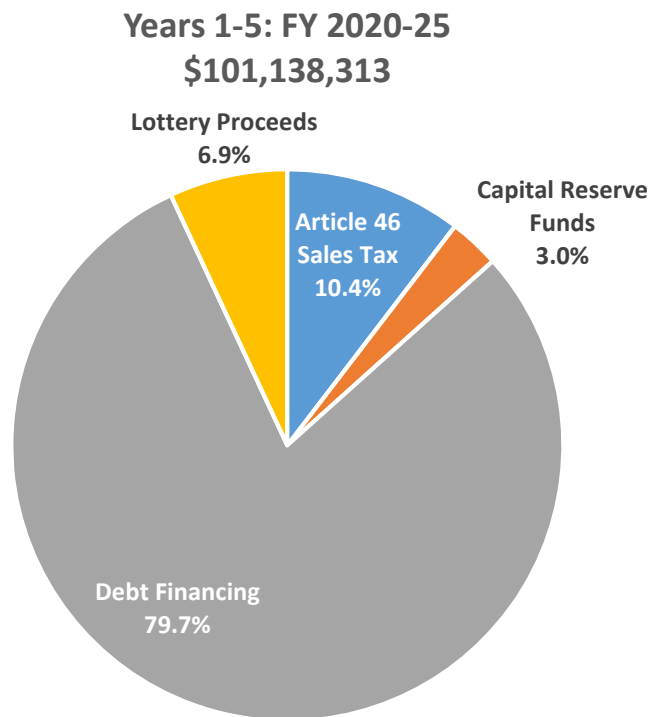
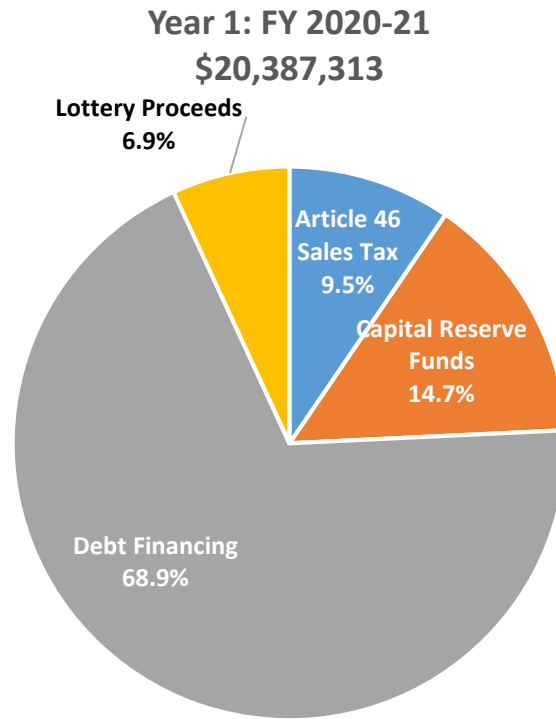
**Year 1: FY 2020-21
\$20,387,313**



**Years 1-5: FY 2020-25
\$101,138,313**



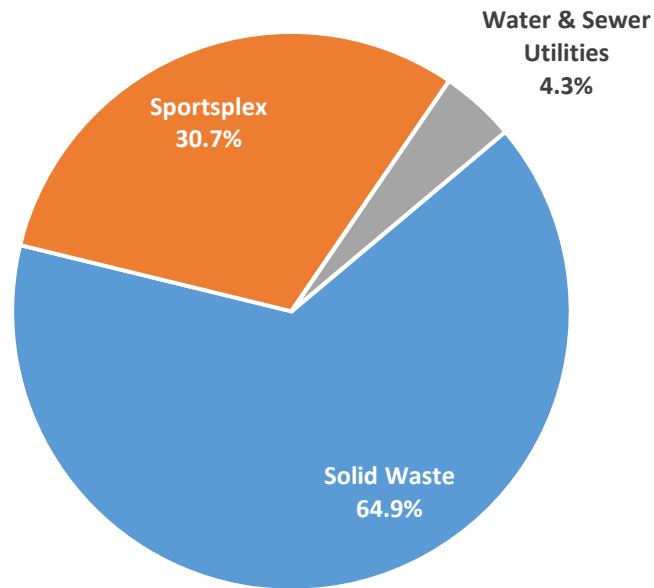
**FY 2020-25 Orange County Capital Investment Plan Projects
School Summary - Funding Sources**



**FY 2020-25 Orange County Capital Investment Plan Projects
Proprietary Summary - Appropriation**

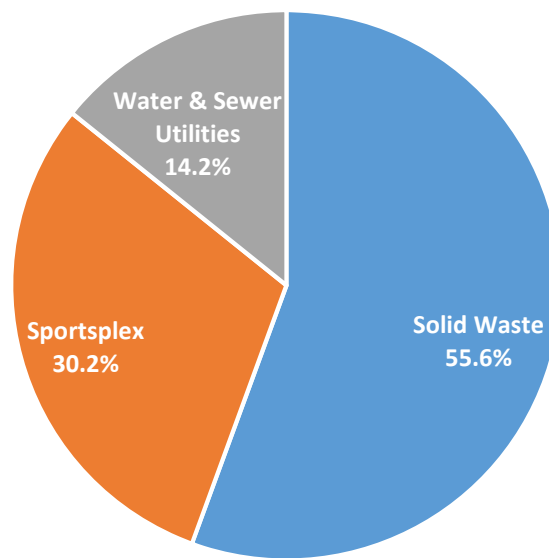
Year 1: FY 2020-21

\$2,998,752



Years 1-5: FY 2020-25

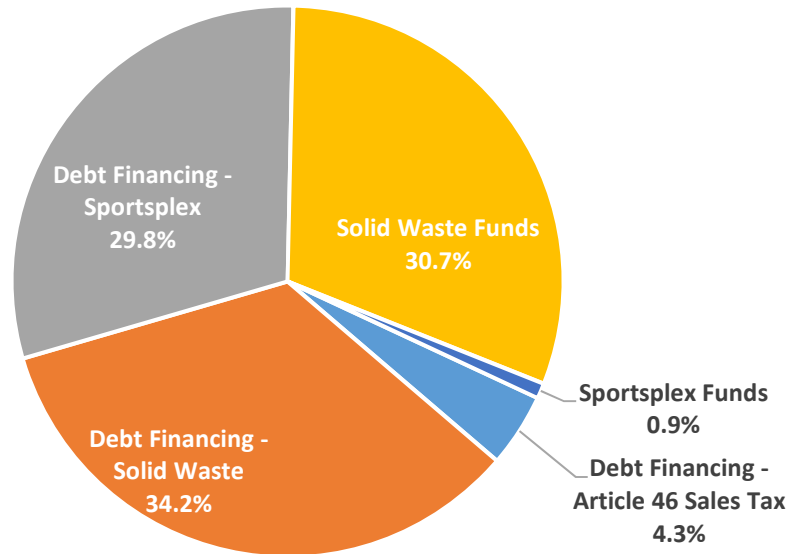
\$17,036,678



**FY 2020-25 Orange County Capital Investment Plan Projects
Proprietary Summary - Funding Sources**

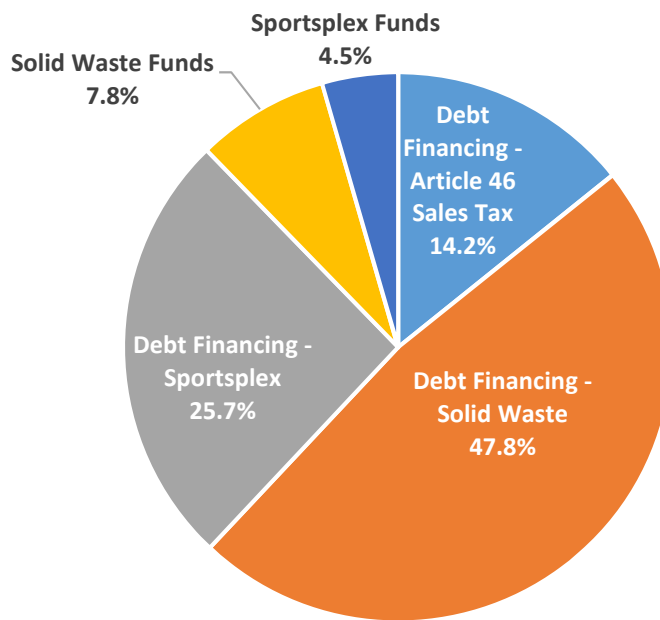
Year 1: FY 2020-21

\$2,998,752



Years 1-5: FY 2020-25

\$17,036,678



Water & Sewer Projects Summary - RECOMMENDED

Fiscal Years 2020-25

Appropriations	Current Fiscal Year 2019-20	Year 1 Fiscal Year 2020-21	Year 2 Fiscal Year 2021-22	Year 3 Fiscal Year 2022-23	Year 4 Fiscal Year 2023-24	Year 5 Fiscal Year 2024-25	Five Year Total	Year 6 to Year 10
Buckhorn-Mebane EDD Phase 3 Sewer		130,000	1,235,000				1,365,000	
Buckhorn-Mebane EDD Potential Investment Area			115,000	945,000			1,060,000	
Hillsborough EDD	1,060,000							
Grand Total	1,060,000	130,000	1,350,000	945,000			2,425,000	
Revenues/Funding Sources								
Debt Financing - Article 46 Sales Tax	1,060,000	130,000	1,350,000	945,000			2,425,000	
Grand Total	1,060,000	130,000	1,350,000	945,000			2,425,000	

Solid Waste Projects Summary - RECOMMENDED

Fiscal Years 2020-25

Appropriations	Current Fiscal Year 2019-20	Year 1 Fiscal Year 2020-21	Year 2 Fiscal Year 2021-22	Year 3 Fiscal Year 2022-23	Year 4 Fiscal Year 2023-24	Year 5 Fiscal Year 2024-25	Five Year Total	Year 6 to Year 10
C&D Landfill & Ordinance Area – Vehicle and Equipment Replacement	37,842	100,000	220,845	1,819,485	213,390	335,593	2,689,313	1,210,145
Comprehensive Solid Waste Management Plan	175,000	125,000					125,000	
Consolidated Neighborhood Waste & Recycling Center				407,648	1,076,484		1,484,132	
Construction & Demolition Landfill Expansion - Phase 2		125,000	886,000				1,011,000	
Environmental Support - Vehicle and Equipment Replacement	46,166			76,187			76,187	384,466
High Rock Road Waste & Recycling Center		765,000					765,000	
Recycling Operations – Vehicle and Equipment Replacement	926,696	570,800	263,546	70,605	403,068	416,208	1,724,227	4,537,802
Sanitation – Vehicle and Equipment Replacement	359,832	260,952	449,940	439,008	57,456	386,463	1,593,819	2,530,383
Grand Total	1,545,536	1,946,752	1,820,331	2,812,933	1,750,398	1,138,264	9,468,678	8,662,796
Revenues/Funding Sources								
Debt Financing - Solid Waste	833,356	1,025,952	1,820,331	2,405,285	1,750,398	1,138,264	8,140,230	8,662,796
Solid Waste Funds	712,180	920,800		407,648			1,328,448	
Grand Total	1,545,536	1,946,752	1,820,331	2,812,933	1,750,398	1,138,264	9,468,678	8,662,796

Sportsplex Projects Summary - RECOMMENDED

Fiscal Years 2020-25

Appropriations	Current Fiscal Year 2019-20	Year 1 Fiscal Year 2020-21	Year 2 Fiscal Year 2021-22	Year 3 Fiscal Year 2022-23	Year 4 Fiscal Year 2023-24	Year 5 Fiscal Year 2024-25	Five Year Total	Year 6 to Year 10
Sportsplex - Facilities Maintenance	245,000	560,000	100,000	125,000	110,000		895,000	545,000
Sportsplex - Fitness		100,000		100,000		100,000	300,000	250,000
Sportsplex - Ice Rink		160,000		1,275,000			1,435,000	125,000
Sportsplex - Kidsplex	75,000		105,000			105,000	210,000	205,000
Sportsplex - New Facilities		75,000				1,416,000	1,491,000	
Sportsplex - Pool	52,000	27,000	40,000	25,000	320,000	400,000	812,000	300,000
Grand Total	372,000	922,000	245,000	1,525,000	430,000	2,021,000	5,143,000	1,425,000
Revenues/Funding Sources								
Debt Financing - Sportsplex	372,000	895,000		1,275,000	320,000	1,891,000	4,381,000	
Sportsplex Funds		27,000	245,000	250,000	110,000	130,000	762,000	1,425,000
Grand Total	372,000	922,000	245,000	1,525,000	430,000	2,021,000	5,143,000	1,425,000

School Projects Summary - RECOMMENDED
Fiscal Years 2020-25

Appropriations	Current Fiscal Year 2019-20	Year 1 Fiscal Year 2020-21	Year 2 Fiscal Year 2021-22	Year 3 Fiscal Year 2022-23	Year 4 Fiscal Year 2023-24	Year 5 Fiscal Year 2024-25	Five Year Total	Year 6 to Year 10
Chapel Hill-Carrboro City Schools	8,689,391	10,482,600	18,294,954	12,713,761	6,573,517	6,678,319	54,743,151	84,831,380
Bond Referendum			1,922,000				1,922,000	
Deferred Maintenance Projects	1,804,200	1,804,200					1,804,200	49,207,493
Chapel Hill-Carrboro City Schools	5,080,991	5,074,200	4,568,754	4,667,561	4,769,317	4,874,119	23,953,951	26,602,887
Article 46 Sales Tax Proceeds	1,223,319	1,168,270	1,215,001	1,263,601	1,314,145	1,366,711	6,327,728	7,698,648
Debt Financing - Older Facilities	601,400	601,400					601,400	
Debt Financing - School Improvements	2,412,896	2,461,154	2,510,377	2,560,584	2,611,796	2,664,032	12,807,943	14,645,989
Lottery Proceeds	843,376	843,376	843,376	843,376	843,376	843,376	4,216,880	4,258,250
Recurring Capital Items	1,804,200	1,804,200	1,804,200	1,804,200	1,804,200	1,804,200	9,021,000	9,021,000
Supplemental Deferred Maintenance Program		1,800,000	10,000,000	6,242,000			18,042,000	
Orange County Schools	25,823,215	9,904,713	19,209,910	8,497,398	4,356,840	4,426,301	46,395,162	67,551,987
Bond Referendum	20,064,000		11,386,000				11,386,000	
Deferred Maintenance Projects	1,195,800	1,195,800					1,195,800	44,303,065
Orange County Schools	3,367,615	3,363,113	3,028,110	3,093,598	3,161,040	3,230,501	15,876,362	17,269,922
Article 46 Sales Tax Proceeds	810,801	774,314	805,287	837,498	870,998	905,838	4,193,935	5,102,562
Debt Financing - Older Facilities	398,600	398,600					398,600	
Debt Financing - School Improvements	1,599,236	1,631,221	1,663,845	1,697,122	1,731,064	1,765,685	8,488,937	9,372,470
Lottery Proceeds	558,978	558,978	558,978	558,978	558,978	558,978	2,794,890	2,794,890
Recurring Capital Items	1,195,800	1,195,800	1,195,800	1,195,800	1,195,800	1,195,800	5,979,000	5,979,000
Supplemental Deferred Maintenance Program		4,150,000	3,600,000	4,208,000			11,958,000	
Durham Tech Community College								26,547,911
Grand Total	34,512,606	20,387,313	37,504,864	21,211,159	10,930,357	11,104,620	101,138,313	178,931,278
Revenues/Funding Sources								
Article 46 Sales Tax Proceeds	2,034,120	1,942,584	2,020,288	2,101,099	2,185,143	2,272,549	10,521,663	12,801,210
Debt Financing - Bond Proceeds	20,064,000		13,308,000				13,308,000	
Debt Financing - Durham Tech								26,547,911
Debt Financing - Older Facilities	1,000,000	1,000,000					1,000,000	
Debt Financing - School Improvements	7,012,132	13,042,375	20,774,222	17,707,706	7,342,860	7,429,717	66,296,880	132,529,017
From Capital Reserve Funds	3,000,000	3,000,000					3,000,000	
Lottery Proceeds	1,402,354	1,402,354	1,402,354	1,402,354	1,402,354	1,402,354	7,011,770	7,053,140
Grand Total	34,512,606	20,387,313	37,504,864	21,211,159	10,930,357	11,104,620	101,138,313	178,931,278

Active Capital Projects Summary
No New Funding for Fiscal Years 2020-25 and Years 6-10

Projects	Prior Years Funding	Current Fiscal Year 2019-20	Year 1 Fiscal Year 2020-21	Year 2 Fiscal Year 2021-22	Year 3 Fiscal Year 2022-23	Year 4 Fiscal Year 2023-24	Year 5 Fiscal Year 2024-25	Five Year Total	Year 6 to Year 10
Appropriations									
County Projects:									
Affordable Housing Bond Projects	5,000,000								
Affordable Housing Land Banking	1,706,600								
Battle Courtroom Remediation	734,000								
Community Centers Vans Purchase		140,000							
Community Loan Fund Projects		224,340							
Criminal Justice Resource Department	75,000	216,300							
District Attorney Building Remediation	41,143								
Government Services Annex	1,347,650	375,000							
IT Broadband Connectivity	500,000	150,000							
Justice Facility Improvements		43,221							
Phillip Nick Waters Building Remediation	2,478,459	957,500							
Orange County Northern Campus	40,205,606								
Orange County Transit - Bus Shelters		124,971							
Sheriff's Office Body Cameras	300,000	158,381							
Soltys Remediation Project at Passmore Center	199,114								
Whitted Building Campus	1,795,000	575,000							
Whitted Medical Waiting Room Renovations		68,200							
Total	54,507,543	2,907,942	-	-	-	-	-	-	-
Proprietary Projects:									
Eno EDD	1,925,000								
Hillsborough EDD	2,590,000								
Historic Rogers Road Neighborhood Infrastructure	6,672,000								
Total	11,187,000	-	-	-	-	-	-	-	-
School Projects:									
Facility Equipment - OCS	220,000	35,000							
Fire/Safety/Security Systems - OCS	1,247,117	25,000							
New Facilities - OCS	3,100,000	14,500,000							
Total	4,567,117	14,560,000	-	-	-	-	-	-	-
Grand Total	70,261,660	17,467,942	-	-	-	-	-	-	-
Projects	Prior Years Funding	Current Fiscal Year 2019-20	Year 1 Fiscal Year 2020-21	Year 2 Fiscal Year 2021-22	Year 3 Fiscal Year 2022-23	Year 4 Fiscal Year 2023-24	Year 5 Fiscal Year 2024-25	Five Year Total	Year 6 to Year 10
Revenues/Funding Source									
Available Project Balances								-	
Transfer from Other Capital Projects	616,800							-	
Transfer from General Fund	1,454,217	107,000						-	
Additional PAYG (from Lottery Funds)	295,000							-	
Chapel Hill Reimbursement (43%)	426,560							-	
Carrboro Reimbursement (14%)	138,880							-	
Article 43 Transit Tax Proceeds	124,971							-	
Article 46 Sales Tax Proceeds	360,000							-	
Medicaid Maximization Funds		68,200						-	
Insurance Proceeds	118,490							-	
Debt Financing - Article 46 Sales Tax	3,955,000							-	
Debt Financing - 2/3 Net Debt Bonds	35,000							-	
Debt Financing - Schools		60,000						-	
Debt Financing - Bond Projects	8,100,000	14,500,000						-	
Debt Financing - County Projects	54,636,742	2,732,742						-	
Total	70,261,660	17,467,942	-	-	-	-	-	-	-

Cardinal Innovations (Maintenance of Effort Funds)

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended Account: 420
<i>By Category (General Fund)</i>						
Personnel Services	0	0	0	0	0	0
Operations	756,960	1,050,187	1,014,679	837,394	945,187	945,187
Capital Outlay	0	0	0	0	0	0
Total Expenditures	\$ 756,960	\$ 1,050,187	\$ 1,014,679	\$ 837,394	\$ 945,187	\$ 945,187
Offsetting Revenues	0	0	0	0	0	0
County Costs (net)	\$ 756,960	\$ 1,050,187	\$ 1,014,679	\$ 837,394	\$ 945,187	\$ 945,187
Total Cardinal Innovations and Related Expenditures	\$ 756,960	\$ 1,050,187	\$ 1,014,679	\$ 837,394	\$ 945,187	\$ 945,187

Orange County Commissioners confirmed a Management, Merger and Dissolution Agreement dissolving OPC effective July 1, 2012, and transferring its service responsibilities for residents needing mental health, developmental disabilities, and substance abuse services to Piedmont Behavioral Health, now Cardinal Innovations Healthcare Solutions, a Managed Care Organization and Area Authority.

OPC now operates as a local community center acting as primary resource and local liaison for its provider network and stakeholders. Local community centers will have advisory boards that participate at the policy level to include governance and client and family rights. Orange County Commissioners will appoint three members to the community oversight board – (1) County Commissioner or Designee, (2) Client or Family Member, and (3) Resident or Stakeholder.

The FY 2020-21 Manager's Recommended budget provides maintenance of effort funding for Cardinal Innovations in the amount of \$945,187. The \$50,000 in offsetting revenues includes the ABC bottle tax revenue, which is used for Community Based Substance Abuse Services. Maintenance of effort funds to County programming includes: Two (2) Criminal Justice Resource department positions, one (1) Behavioral Health position, Rapid Rehousing position, programming funds in DSS, and \$32,769 for El Futuro, contracted in the Health Department. Additionally, Club Nova (\$95,000) and the Art Therapy Institute (\$3,000) will continue to be funded with maintenance of effort funds through Cardinal. Please reference the Outside Agencies section of this document for detailed funding information related to these two agencies. All Orange County dollars will remain under local control for the benefit of Orange County clients and families. See the following chart for a breakdown of the uses of maintenance of effort funds for FY 2020-21:

**Cardinal Innovations Maintenance of Effort Funds
(FY 2020-21)**

Provider	Comments	FY21 Orange Total
Arc of Orange County (The)	Volunteer Coordination	33,320
Art Therapy Institute	Treatment Services	16,600
Art Therapy Institute	Language interpreting	10,000
Art Therapy Institute	Add'l funds at County request	1,000
Carolina Outreach, LLC	School Based MH CMH	5,000
Chapel Hill Training Outreach Project, Inc.	CMH	15,000
Club Nova Community, Inc.	Orange County	163,000
Freedom House	Orange County Crisis*	60,000
Freedom House	Orange Indigent Labs / Meds	80,500
Freedom House	Orange County SA Supplement	40,000
Freedom House	Orange County Psychiatric Supplement	38,499
Freedom House	Orange, Chatham & Person Forensic Screening	1,500
Freedom House	Language Resource Center Interpreting	10,000
Haven House		19,000
New Destinations, Inc.	Orange County Apartments	35,100
RHA	CMH School Based MH	5,000
UNC Dept. of Psychiatry - Inpatient Physician Services	Inpatient	31,374
UNC Dept. of Psychiatry - Outpatient Crisis	Outpatient	261,450
UNC Dept. of Psychiatry UNC Center for Excellence and Community	AMH Housing Subsidies	13,050
UNC Dept. of Psychiatry UNC Center for Excellence and Community	Jail services	15,000
Funds Identified for Local Usage		
Specialty invoiced services (flexible)		90,794
		945,187

** includes \$50,000 from Bottle Tax funds for Community Based Substance Abuse Services*

Funds Allocated to County Departments:	Criminal Justice Resource Office - Criminal Case Assessment Specialist	69,210
	Criminal Justice Resource Office - Mental Health Liaison	35,266
	Health Department - Clinical Social Worker II (Integrated Behavioral Health)	88,542
	El Futuro	32,769
	Rapid Rehousing position - 12 months	58,000
	Trauma Focused therapist through Cardinal provider	50,000
	Counseling for Families in Protective Services	22,000
	New initiative - residential children in foster	55,000
	Total County Programming	410,787
	Grand Total	1,355,974

Child Support Services

Phone Number: (919) 245-2175

Website: orangecountync.gov/CSS

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
By Category (General Fund)						Account: 440
Personnel Services	965,075	1,004,307	1,020,207	1,017,234	1,014,576	1,014,576
Operations	77,591	113,820	113,820	83,833	113,820	105,820
Capital Outlay	0	0	0	0	0	0
Total Expenditures	\$ 1,042,666	\$ 1,118,127	\$ 1,134,027	\$ 1,101,067	\$ 1,128,396	\$ 1,120,396
Offsetting Revenues	(1,544,669)	(1,700,437)	(1,700,437)	(1,700,437)	(1,603,069)	(1,603,069)
County Costs (net)	\$ (502,003)	\$ (582,310)	\$ (566,410)	\$ (599,370)	\$ (474,673)	\$ (482,673)
Total Child Support Enforcement and Related Expenditures	\$ 1,042,666	\$ 1,118,127	\$ 1,134,027	\$ 1,101,067	\$ 1,128,396	\$ 1,120,396

Mission Statement

The Child Support Services Department strives to obtain child support for Orange County children, thereby strengthening the family's potential for economic independence and self-sufficiency and reducing the taxpayers' costs of public assistance.

Major Services

- Locate non-custodial parents
- Establish paternity for children
- Establish and enforce child support orders

FY 2019-20 Outcomes

- Paternity established for 170 children.
- Court ordered child support established for 130 families.
- \$5,118,591 collected for children.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Paternity					
Paternity established for children	139	235	170	170	140
Service: Establishment					
New child support orders established	132	128	140	130	110
Service: Enforcement					
Total child support collected	\$5,365,424	\$5,276,898	\$5,450,000	\$5,118,591	\$5,013,053
Percentage of current support collected annually	70.70%	72.47%	70.00%	70.00%	68.00%

Child Support Services – continued

FY 2020-21 Objectives

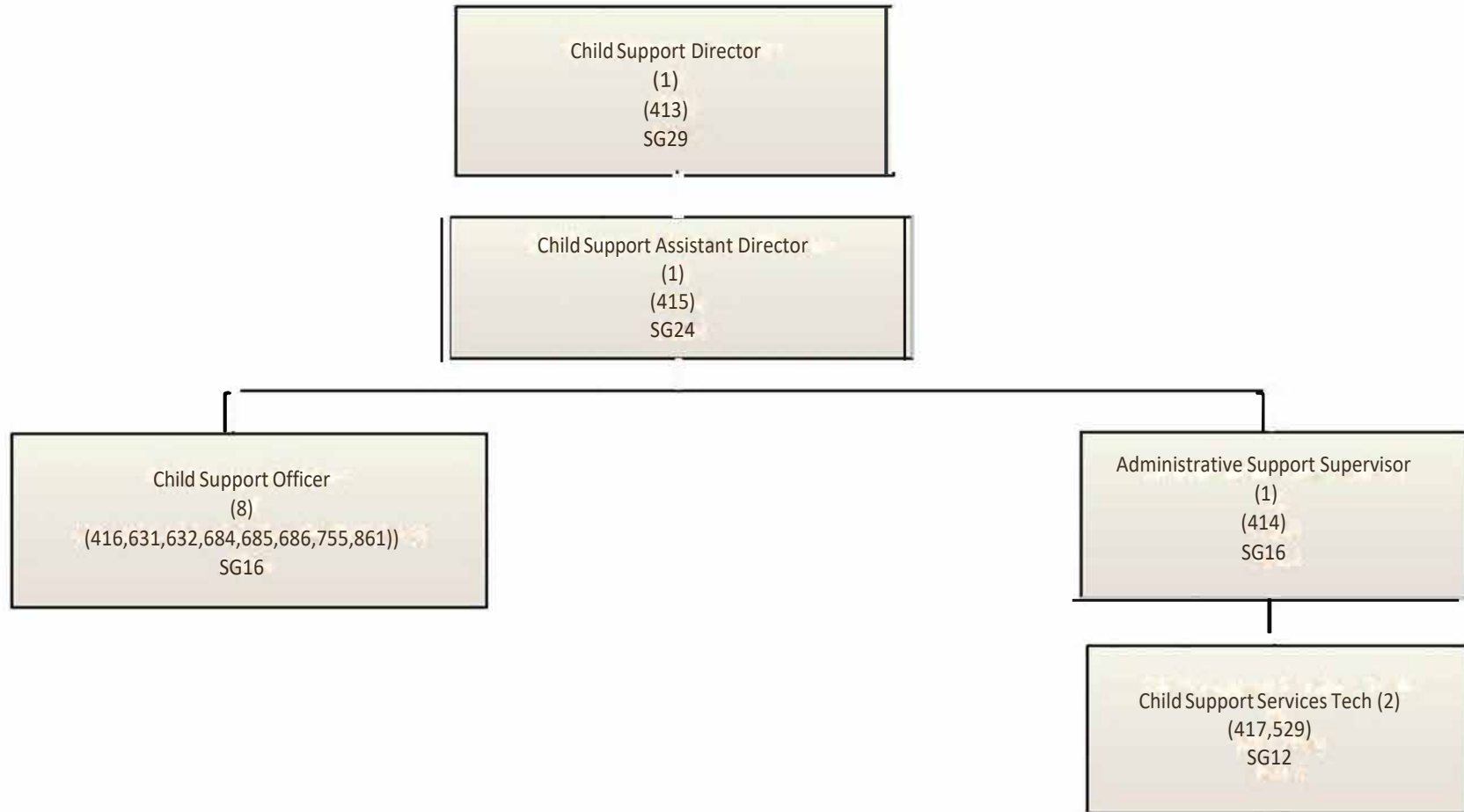
- Establish paternity for 140 children and new child support orders for 110 families
- Collect 68% of current support due - \$5,013, 053 total on behalf of Orange County children
- Strengthen partnership with Employment Services Department at DSS

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.
- Reduction in revenue for State Reimbursement based on state estimate.

CHILD SUPPORT SERVICES



FY 2020-2021 MANAGER'S RECOMMENDED BUDGET

Cooperative Extension

(919) 245-2050

orange.ces.ncsu.edu

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Cooperative Extension						
4-H Fund						
Expenditures						
Operations	19,071	28,788	28,788	28,788	28,788	28,788
Personnel Services	4,522	5,500	5,500	5,500	5,921	5,921
Recurring Capital	-	-	12,500	-	-	-
Total Expenditures	23,593	34,288	46,788	34,288	34,709	34,709
Offsetting Revenues	(29,452)	(34,288)	(46,788)	(34,288)	(34,709)	(34,709)
Net Cost (Fund)	(5,859)	-	-	-	-	-
General Fund						
Expenditures						
Operations	43,464	43,758	47,008	37,876	43,758	42,258
Personnel Services	314,691	356,644	356,644	317,494	356,644	356,644
Total Expenditures	358,155	400,402	403,652	355,370	400,402	398,902
Offsetting Revenues	(8,298)	(7,270)	(7,270)	(7,270)	(7,270)	(7,270)
Net Cost (Fund)	349,857	393,132	396,382	348,100	393,132	391,632
Total Net Cost (Department)	343,998	393,132	396,382	348,100	393,132	391,632

Mission Statement

North Carolina Cooperative Extension is an educational partnership between the county, state and federal governments helping people put research-based knowledge to work for economic prosperity, environmental stewardship, and an improved quality of life. We provide non-formal educational programs designed to meet the needs and issues most important to our customers and their communities.

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Cooperative Extension						
General Fund						
Expenditures						
Operations	43,464	43,758	47,008	37,876	43,758	42,258
Personnel Services	314,691	356,644	356,644	317,494	356,644	356,644
Total Division Expenditures	358,155	400,402	403,652	355,370	400,402	398,902
Offsetting Revenues	(8,298)	(7,270)	(7,270)	(7,270)	(7,270)	(7,270)
Net Cost (Fund)	349,857	393,132	396,382	348,100	393,132	391,632

Cooperative Extension

Major Services

Sustainable Agriculture: Crops, Livestock, Horticulture & Natural Resources (Local Foods)

- Provide educational programs and technical support to animal and crop agricultural producers, and assist in the implementation of best management and marketing practices that will maintain profitability and environmental stewardship.

Cooperative Extension – continued

- Provide training and apprenticeships for existing farmers and potentially new farmers on fruit, vegetable and flower production, using organic methods in the PLANT@ Breeze training program to enhance the Local Food system.
- Provide diagnosis of diseases, insect pest and weeds pests problems on farms, homes, ponds, and gardens.
- Provide technical support and educational seminars for Green Industry, landscape contractors and landscape maintenance professionals and assist in the adoption of best management practices in the areas of horticulture, pesticide alternatives and safety.
- Deliver researched based horticultural information to the gardening public and support community gardens via Extension Master Gardener Volunteers.
- Provide educational classes, newsletters, newspaper articles, web page development, individual consultations, email and phone calls for home gardeners to learn proper plant selection and landscape management techniques that minimize water use and chemical inputs.
- Provide educational classes for beginning farmers
- Provide consultation and advice for beginning farmers
- Provide management of the Breeze Farm Incubator

Family and Consumer Sciences: Food Safety, Nutrition, & Wellness

- Provide the Expanded Food and Nutrition Education Program (EFNEP) to improve the health, wellbeing, and eating habits of limited resource families and youth in Orange County.
- Provide Food Safety Manager Certification programs to food service workers to create a work environment that minimizes the risk of foodborne illnesses in Orange County.
- Provide nutrition education programs to individuals and families to empower them to lead healthier lives by increasing knowledge and/or improve skills related to healthy eating and food safety.
- Provide FCS volunteers with skills they could use to empower Orange County's families and individuals to improve their quality of life.
- Promote local foods consumption in the community at large.
- Help youth increase their life skills through collaboration with other agents.

4H Youth Development

- Youth will gain knowledge in STEM (Science, Technology, Engineering and Math)
- Youth enrolled in the community club program will be active participants in club projects providing positive community contribution.
- Youth in classroom and after-school program activities will increase physical activity and making more nutritious food choices.
- Adults will be trained as club leaders and equipped with materials to be successful.
- Club leaders and teacher will adopt 4-H curriculum.

FY 2019-20 Outcomes

Sustainable Agriculture: Crops, Livestock, Horticulture, & Natural Resources (Local Foods)

- Field crop and livestock producers gained knowledge and skills leading to increased production, crop diversification and increase consumer awareness of local agricultural systems.
- New and existing farmers learned new marketing and management skills increasing sales to local markets.

Cooperative Extension – continued

- Farmers explored Integrated Pest Management practices as well as organic alternatives for pest control and those who used pesticides learned to use personal protective equipment and application methods that reduce health risks, minimize impact to the environment and adhere safety standards.
- Green Industry Professionals enhanced the value of plants and landscapes while conserving valuable natural resources and protecting the environment
- Commercial pesticide applicators learned about reducing pesticides and pesticide alternatives and when used always used personal protective equipment (PPE) and pesticide application methods that reduced exposure and assured water quality.
- Master Gardener Volunteers developed and supported community and school gardens.
- Home gardeners improved horticultural skills related to selection of appropriate plants, reduced use of pesticides and excess water and fertilizers.
- Home gardeners diverted waste from the landfill through composting, and recycling.
- Youth will gained knowledge of food production and eat more vegetables.
- Provided educational classes for aspiring farmers, including an eight week basic beginning farmer class (24 classroom hours) with an emphasis on business planning and five field trips to various farms (25 farmer face-to-face hours).
- Consulted with aspiring and beginning farmers to provide them the information they need to develop new farm enterprises, identify markets where they can sell, and to become profitable farm operations that are capable of financially supporting farm families and, in turn, revitalizing the economies in rural communities

Family and Consumer Sciences: Food Safety, Nutrition, and Wellness

- 132 individuals increased their physical activity
- 64 restaurant food managers increase their knowledge and skills in safe food handling practices. 90% of them are now Certified Food Managers as required by the NC Food Code for all food establishments.
- 55 school nutrition personnel increased their knowledge of School HACCP principles.
- 177 adults increased their fruit and vegetable consumption.
- 12 students and 13 parents participated in the “Juntos” youth school dropout prevention program.
- 88 FCS volunteers have contributed 6,819 hours serving 10,824 individuals in our communities. Their service signifies \$173,407 of in-kind contribution.

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
4-H Program						
4-H Fund						
Expenditures						
Operations	19,071	28,788	28,788	28,788	28,788	28,788
Personnel Services	4,522	5,500	5,500	5,500	5,921	5,921
Recurring Capital	-	-	12,500	-	-	-
Total Division Expenditures	23,593	34,288	46,788	34,288	34,709	34,709
Offsetting Revenues	(29,452)	(24,288)	(24,288)	(24,288)	(24,288)	(24,288)
Net Cost (Fund)	(5,859)	10,000	22,500	10,000	10,421	10,421

4H Youth Development

- We chartered three new 4-H clubs with a total of 8 active clubs in Orange County.

Cooperative Extension – continued

- We recruited and trained 19 new 4-H adult club volunteers. This represents a 76% increase in trained volunteers in 2019-2020.
- We increased 4-H club membership in 2019 by 26%.
- We launched two new 4-H special interest groups that meet monthly, which represents a 200% increase over the previous year.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Sustainable Agriculture: Crops, Livestock, Horticulture (Local Foods)					
Individual contacts with farmers enrolled in educational programs, receiving consultation via phone, email or on-site visit.	450	450	500	500	500
Farmers putting skills to use in soil testing, fertilization or pesticide recommendations	125	125	300	300	300
Farmers improving pasture management and herd health	80	100	100	100	100
Number of on-farm crop trials	0	0	1	1	1
Number of on-farm crop trials	0	0	1	1	1
New farmers and existing farmers selling to local markets	140	140	140	140	140
Farmers income generated at local markets and livestock sales	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
Number of home gardeners receiving research-based information.	7000	7000	7,000	7,000	7,000
Number of Green Industry Professional with increased horticulture skills and reducing pesticide use.	120	120	120	120	200
Number of Master Gardener Volunteers	55	65	65	77	77
Number of Home Gardeners adopting at least one new practice.	6500	6500	7,000	7,000	7,000
Estimated value of Master Gardener volunteer service and financial impact of horticulture program on Green Industry.	\$75,000	\$75,000	\$95,000	\$95,000	\$95,000

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Extension's Family and Consumer Sciences (FCS) Program is a community based educational program that strengthens and transforms families by providing education on nutrition, health, food safety, food preservation, and local foods systems. In addition to the core, the FCS programs may address important community issues related to housing, parenting, family resource management, human development, and aging.** <i>**Significant variation in numbers may be due to decrease in personnel and changes to the Extension Reporting System.</i>					
Number of individuals contacted for and/or enrolled in food safety, nutrition and wellness educational opportunities					

Cooperative Extension – continued

including the Expanded Food and Nutrition Education Program.	12,700	7,200	5,300	6,500	6,800
Number of food service employees receiving Food Safety Manager Certification.	61	54	60	60	72
Number of individuals increasing their fruit and vegetable intake.	208	230	250	175	175
Number of individuals increasing their daily physical activity.	174	168	198	120	120

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: 4-H Youth Development provide youth between the ages of 5 and 18 opportunities to prepare for future careers and develop life skills through a “learn by doing” approach using research-based curriculum.					
Number of Youth enrolled in 4-H Clubs	1655	264	280	280	280
Number of youth increasing physical activity, making more nutritious food choices or gaining knowledge of science	60000	8114	7000	7000	7000
Number of adults trained as club leaders using 4-H curriculum	20	28	30	30	30

FY 2020-21 Objectives

Sustainable Agriculture: Crops, Livestock, Horticulture, & Natural Resources (Local Foods)(Mart)

- Field crop and livestock producers will gain knowledge and skills leading to increased production, crop diversification and increase consumer awareness of local agricultural systems.
- New and existing farmers learn new marketing and management skills increasing sales to local markets.
- Farmers will explore Integrated Pest Management practices as well as organic alternatives for pest control and those who to use pesticides will learn to use personal protective equipment and application methods that reduce health risks, minimize impact to the environment and adhere safety standards.
- Green Industry Professionals will enhance the value of plants and landscapes while conserving valuable natural resources and protecting the environment
- Commercial pesticide applicators will learn about reducing pesticides and pesticide alternatives but when used will use personal protective equipment (PPE) and pesticide application methods that reduce exposure and assure water quality.
- Master Gardener Volunteers will develop and support community and school gardens.
- Home gardeners will improve horticultural skills related to selection of appropriate plants, reduced use of pesticides and excess water and fertilizers.
- Home gardeners will divert waste from the landfill through composting, and recycling.
- Youth will gain knowledge of food production and eat more vegetables.
- Partner with County government agencies such as soil and water, Farm Service Agency, and The NC Forestry Service and adjacent counties to conduct joint training and education opportunities on Pasture, Forestry, and Pond Management in order to enhance farm and land owners' knowledge on best management practices and capitalize on local subject matter expertise and shared execution cost.

Cooperative Extension – continued

- Set the conditions for Orange County farmers to volunteer to on farm trials with growing crop varieties.
- Apply for license and develop a test plot for Industrial Hemp at the Breeze Farm.
- Five new farms launched by participants in the Beginning Farmer Program.
- The issue of growing the local market for small direct to consumer farms was addressed at the 2020 Orange County Agricultural Summit.

Family and Consumer Sciences: Food Safety, Nutrition, and Wellness

- To continue providing the Expanded Food and Nutrition Education Program (EFNEP) to improve the health, well-being, and eating habits of limited resource families in Orange County.
- To increase the number of Foodservice managers that become Certified Food Safety Managers by 2%. This will be achieved by offering Food Safety Manager Certification programs to private businesses and school foodservice managers.
- To provide nutrition education programs to individuals and families to increase knowledge and/or improve skills related to healthy eating and food safety.
- To provide volunteers with skills they could use to empower Orange County's families and individuals to improve their quality of life.
- To launch an FCS page on the Extension website in Spanish by the end of the fiscal year.

4H Youth Development

- To provide learning experiences for youth during summer, after-school care, community events, special interest activities, and through community clubs.
- To increase the number of active 4-H clubs and special interest programs in the county.
- To increase the number of adults trained as 4-H volunteer leaders.
- To increase the number of 4-H students participating in 4-H award and scholarship programs.
- To increase active participation by 4-H clubs in community outreach activities.

Budget Highlights

The FY 2020-21 Manager's Recommended Budget includes no notable changes for the department.

Community Relations

Phone Number: (919) 245 - 2302

Website: orangecountync.gov/communityrelations

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>Community Relations (General Fund)</i>						Account: 212
Personnel Services	218,401	219,926	223,583	226,840	226,688	226,688
Operations	61,865	68,900	84,400	46,976	68,400	62,900
Capital Outlay	0	0	0	0	0	0
Total Expenditures	\$ 280,266	\$ 288,826	\$ 307,983	\$ 273,816	\$ 295,088	\$ 289,588
Offsetting Revenues				\$ (3,000)		
County Costs (net)	\$ 280,266	\$ 288,826	\$ 307,983	\$ 270,816	\$ 295,088	\$ 289,588
Total Community Relations						
Related Expenditures	\$ 280,266	\$ 288,826	\$ 307,983	\$ 273,816	\$ 295,088	\$ 289,588

Mission Statement

To improve the public's perception of Orange County Government by providing relevant and accurate information to Orange County residents about available programs and services through various communications methods (social media, county website, electronic newsletters and traditional media outlets).

Major Services

- Maintain Orange County website and social media outlets.
- Assist Board of County Commissioners with public appearances.
- Communicate with Orange County residents through This Week in Orange County newsletter and other social media channels.
- Coordinate media relations for county events as needed.
- Assist with event planning (e.g. Ag Summit, SportsPlex Ribbon Cutton events) as needed.
- Serve in Emergency Operations Center during crises or emergencies.

FY 2019-20 Outcomes

- Increased social media outreach by more than 15 percent over previous year.
- Participated in county's COVID-19 response in the EOC; department created more than 100 graphics, flyers, posters, web pages, etc., to inform the public about the crisis. The www.orangecountync.gov/coronavirus page was the No. 1 page on the county website in March and continued to receive thousands of visits per week throughout the duration. Graphics created by our department were used by counties and cities in other states.
- Expanded digital message monitors to 16 county facilities.
- Staffed county's Complete Count Census Committee. As of April 24, Orange County ranked No. 1 in the state in census self-response at 59.0 percent.

Community Relations – continued

Performance Measures	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Projected
Service:					
Followers on Twitter	1,678	2,642	3,289	4,277	5,000
Facebook followers	431	769	921	1,426	2,014
Newsletter subscribers	n/a	n/a	967	1202	1325

*Twitter followers projected to increase by 17%, Newsletter Subscribers by more than 10%. Facebook enjoyed the largest increase of 41%.

FY 2020-21 Objectives

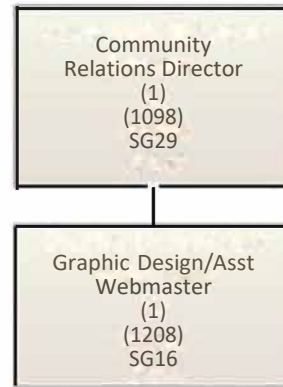
- Continue to grow social media audience and explore new channels.
- Promote website more to increase awareness of county services and increase traffic.
- Promote activities and initiatives of Board of County Commissioners.
- Proactively respond to misinformation about county on social media.
- Develop backup person to serve in EOC during activations.

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.

COMMUNITY RELATIONS



County Attorney

Phone Number: (919) 245-2320

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended Account: 205
<i>By Category (General Fund)</i>						
Personnel Services	563,201	604,297	614,630	629,679	614,129	614,129
Operations	34,238	68,903	68,903	26,212	58,903	52,635
Capital Outlay	0	2,832	2,832	0	0	0
Total Expenditures	\$ 597,439	\$ 676,032	\$ 686,365	\$ 655,891	\$ 673,032	\$ 666,764
County Costs (net)	\$ 597,439	\$ 676,032	\$ 686,365	\$ 655,891	\$ 673,032	\$ 666,764
Total County Attorney's Office and Related Expenditures	\$ 597,439	\$ 676,032	\$ 686,365	\$ 655,891	\$ 673,032	\$ 666,764

Mission Statement

Our mission is to provide effective and efficient legal services to the Orange County Board of Commissioners and all departments and offices within Orange County Government.

County Attorney

Major Services

- Advise the County Commissioners and County Departments on the legal aspects of county operations.
- Advise the County Commissioners and Manager on the legal authority for county actions.
- Draft and review contracts, documents, agreements, etc., for legal sufficiency.
- Review and interpret federal, state, and local laws, rules, and regulations.
- Represent Orange County in Litigation.
- Track pending and new legislation impacting Orange County.

FY 2018-19 Outcomes

- Collected \$58,583.49 through the collections program.
- Achieved positive results in at least 15 cases in district and superior court. A number of superior court cases remain open.
- Achieved positive results in 17 quasi-judicial hearings.
- Achieved positive results in 3 administrative hearings.

County Attorney – continued

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Delinquent Fees/Legal Review					
Delinquent Fees collection assistance for other departments.	\$75,871	\$58,583	\$65,000	\$65,000	\$30,000
Percent of legal review completed within 10 business days.	94%	85%	85%	84%	92%

FY 2020-21 Objectives

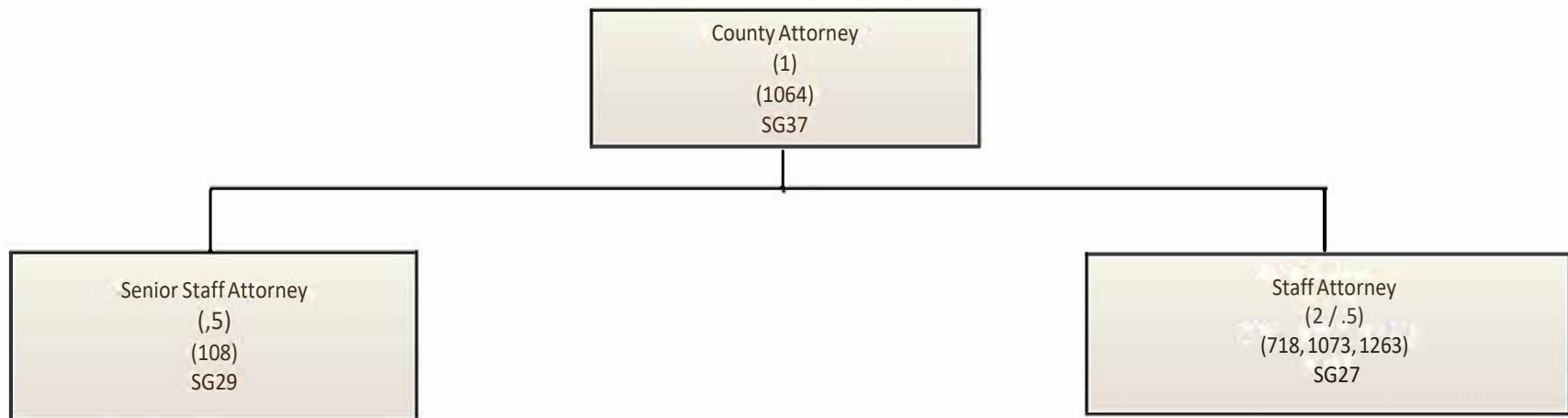
- Objectives to be determined during the County Attorney's annual review with the Board of County Commissioners.
- Measureable objective to return legal review times to above 90% as in prior years.
- Reduction of estimated collections due to suspension of collections program during Covid-19 pandemic.

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.
- Reduction in litigation expenses due to settlement of cases.

COUNTY ATTORNEY'S OFFICE



FY 2020-2021 MANAGER'S RECOMMENDED BUDGET

County Manager's Office

Phone Number: (919) 245 - 2300

Website: orangecountync.gov/countymanager

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>By Category (General Fund)</i>						Account: 210
Personnel Services	825,224	939,232	956,151	915,455	1,008,314	947,911
Operations	1,554,111	2,055,176	2,133,987	1,716,262	2,112,980	1,998,569
Capital Outlay	0	3,617	5,817	2,200	0	0
Total Expenditures	\$ 2,379,335	\$ 2,998,025	\$ 3,095,955	\$ 2,633,917	\$ 3,121,294	\$ 2,946,480
Offsetting Revenues	0	(43,310)	(66,710)	(43,910)	(43,310)	0
County Costs (net)	\$ 2,379,335	\$ 2,954,715	\$ 3,029,245	\$ 2,590,007	\$ 3,077,984	\$ 2,946,480
<i>Arts Commission (Visitors Bureau Fund)</i>						Account: 6010
Personnel Services	98,775	95,377	95,377	102,682	109,148	109,148
Operations	109,277	115,791	123,892	130,195	120,565	116,051
Capital Outlay	0	0	0	0	0	0
Total Expenditures	\$ 208,052	\$ 211,168	\$ 219,269	\$ 232,877	\$ 229,713	\$ 225,199
Offsetting Revenues	(43,603)	(36,703)	(44,804)	(44,804)	(36,963)	(36,963)
County Costs - VB Fund	\$ 164,449	\$ 174,465	\$ 174,465	\$ 188,073	\$ 192,750	\$ 188,236
<i>Food Council (Grant Fund)</i>						Account: 2130
Personnel Services	0	0	0	0	0	60,403
Operations	0	0	0	0	0	12,226
Capital Outlay	0	0	0	0	0	0
Total Expenditures	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 72,629
Offsetting Revenues	0	0	0	0	0	(44,304)
County Costs (net)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,325
Total County Manager and Related Expenditures	\$ 2,587,387	\$ 3,209,193	\$ 3,315,224	\$ 2,866,794	\$ 3,351,008	\$ 3,244,308

Mission Statement

The Orange County Manager's Office oversees, coordinates, and evaluates the services of all County departments to ensure that County residents receive responsive, effective, and efficient government services. The Orange County Manager's Office also implements the policies of the Board of Orange County Commissioners (BOCC) and collaborates with other government agencies to provide effective Countywide and regional services to the public.

County Manager: Manager Division

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>County Manager (General Fund)</i>						
Personnel Services	721,096	776,556	790,645	752,102	841,151	841,151
Operations	47,934	152,800	224,419	155,788	154,300	139,919
Capital Outlay	0	3,617	3,617		0	0
Total County Manager Division Expenditures	\$ 769,030	\$ 932,973	\$ 1,018,681	\$ 907,890	\$ 995,451	\$ 981,070
Offsetting Revenues	0	0	(22,800)	0	0	0
County Costs (net)	\$ 769,030	\$ 932,973	\$ 995,881	\$ 907,890	\$ 995,451	\$ 981,070

Major Services

- Oversees the development of the annual operating budget and capital investment plan. Establishes budget criteria and service performance levels to assure efficient service delivery to Orange County residents.
- Oversees and evaluates County operations and coordinates the implementation of Board initiatives and policies.
- Coordinates long range and short range strategic and operational planning with County departments;
- Investigates and develops strategies for improving service delivery, with an emphasis on measurable service outcomes, for County residents.
- Provides guidance to the County's two school systems on matters related to funding for operations and capital facilities and manages outside agency annual grant application process.
- Coordinates the County legislative process, which includes agenda preparation and response coordination for follow-up items from BOCC meetings. Assists the BOCC in identifying proposed legislation for the BOCC's legislative agenda submitted annually to the North Carolina General Assembly.

FY 2019-20 Outcomes

- Implemented a budget contingency plan to protect against the anticipated revenue impacts related to COVID-19.
- Provided oversight on significant capital projects including the Northern County Campus development, Southern Branch Library negotiations, and execution of critical infrastructure improvements.
- Initiated an update to the Orange County Transit Plan.
- Negotiated economic development incentive agreements for new and expanding businesses in Orange County.
- Continued long range financial modeling and debt modeling to provide the Board of Commissioners with information and options to address the financial challenges. associated with providing services to County residents.
- Coordinated and facilitated meetings with Outside Agencies to identify collaboration opportunities.
- Continued to advance the Board's policy priorities with particular emphasis in affordable housing, economic development, and transportation.
- Implemented a new process for intergovernmental collaboration and joint project execution.

FY 2020-21 Objectives

- Facilitate COVID-19 long range recovery efforts for the community
- Manage County operational transitions following relaxation of quarantine policies
- Closely monitor and regularly report on revenue and expenditure impacts related to COVID-19.

County Manager's Office – continued

- Implement additional budget contingency measures to maintain the County's strong financial position.
- Develop financial strategies a budget model assuming two year recovery model
- Provide oversight on significant capital projects including the Northern County Campus development, Southern Branch Library, and Emergency Services Projects
- Facilitate the adoption of the Orange County Transit Plan.
- Coordinate and facilitate meetings with Outside Agencies to identify collaboration opportunities.
- Continue to advance the Board's policy priorities with particular emphasis in affordable housing, economic development, and transportation.

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.
- Transfer of Orange County Partnership to End Homelessness to Housing Department.

County Manager: Risk Management

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<u>Risk Management (General Fund)</u>						
Personnel Services	104,128	103,902	105,763	107,612	106,760	106,760
Operations	1,459,473	1,890,150	1,898,942	1,552,720	1,942,880	1,858,650
Capital Outlay	0	0	0	0	0	0
Total Risk Management						
Division Expenditures	\$ 1,563,601	\$ 1,994,052	\$ 2,004,705	\$ 1,660,332	\$ 2,049,640	\$ 1,965,410
Offsetting Revenues	0	0	0	0	0	0
County Costs (net)	\$ 1,563,601	\$ 1,994,052	\$ 2,004,705	\$ 1,660,332	\$ 2,049,640	\$ 1,965,410

Major Services

- Provides management of enterprise risk for Orange County including work related injuries, auto liability, general liability, employment liability, equipment and property losses, professional, pollution, cyber/data and other exposures.
- Assesses and maintains liability insurance coverages and resolves County insurance claims. Manages all insurance partners and claims.
- Develops, implements and maintains countywide Safety, Occupational Health and Loss Prevention Programs.
- Advises all departments on occupational safety, health, risk assessment and risk reduction strategies.
- Interfaces with all state and federal occupational safety and health agencies. Completes and/or assist with all required state and federal occupational health, safety and environmental reporting.
- Provides consultation regarding ADA and reasonable accommodations.

County Manager's Office – continued

- Provides consultation and leadership for development, implementation and evaluation of departmental Emergency Action and Continuity of Operation Plans.

FY 2019-20 Outcomes

- Worked with Managers, Employees, Insurers and Consultants to assess facilities with water intrusion, organic growth and/or air quality issues to mitigate the loss and minimize exposure to employees resulting in maintenance of a healthful work environment and preservation of facility health to the greatest degree possible
- Implemented coverage enhancements negotiated with NCACC.
- Assisted all departments in the implementation of their Emergency Action Plans (EAP) including testing of the plan and drills.
- Worked with the third party administrator to provide oversight and management of all workers' compensation, auto, property, general and other liability claims.
- Conducted ergonomic assessments throughout the County on an as needed basis to address workplace accessibility and comfort issues.
- Facilitated Continuity of Operation Planning throughout the County with the identification of a COOP team to consult and assist the departments in time of departmental or County-wide incidents. Assisted with updating of COOP plans post Cyber-event.
- Completed the initial components of a County-wide Safety Manual with additional modules underway.
- Continue to Work with the Risk Management Committee and departmental and facility Safety Committees throughout the county to ensure and promote a safe and healthy work environment.
- Conducted New Employee Safety Orientation through-out the year..
- Continued to assess insurance coverages and services for appropriateness for county exposures and identify and recommend placement of additional coverages as gaps or service deficits are identified.
- Worked with our broker to place coverages outside of the current insurance program and to market the county's insurance program.

FY 2020-21 Objectives

- Work with Departments to continuously assess and update Emergency Action Plans and Continuity of Operation Plans
- Provide Risk Management, Loss Prevention and Occupational/Environmental Health and Safety Consulting to the departments to ensure a safe and healthful work environment for all employees.
- Provide an enterprise risk management program with continuous assessment of evolving risk
- Manage the countywide insurance program.

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.

County Manager's Office – continued

County Manager: Arts Commission

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Arts Commission (Visitor's Bureau Fund)						
Personnel Services	98,775	95,377	95,377	102,682	109,148	109,148
Operations	109,277	115,791	123,892	130,195	120,565	116,051
Capital Outlay	0	0	0	0	0	0
Total Art's Commission						
Division Expenditures	\$ 208,052	\$ 211,168	\$ 219,269	\$ 232,877	\$ 229,713	\$ 225,199
Offsetting Revenues	(43,603)	(36,703)	(44,804)	(44,804)	(36,963)	(36,963)
County Costs (net to Visitor's Bureau)	\$ 164,449	\$ 174,465	\$ 174,465	\$ 188,073	\$ 192,750	\$ 188,236

Major Services

- Serve as the N.C. Arts Council Designated County Partner for Orange County.
- Serve as the Local Arts Agency for Orange County, working in collaboration with local partners for the advancement of arts and culture.
- Manage state Grassroots Arts Program funds, as well as county arts grants funds, through an annual grants cycle for artists, schools and nonprofit organizations creating high-quality, diverse, cultural programs and projects in Orange County.
- Promote arts happenings through monthly e-news Arts Update, social media (Facebook, twitter, Instagram), as well as traditional media sources.
- Manage and maintain www.artsorange.org, offering arts stories, an updated calendar of events, and resources for artists and art lovers.
- Participate in several Triangle-wide arts programs including the Piedmont Laureate Program, the U.S. 4th Congressional District High School Art Competition, and Durham Arts Council Emerging Artists Program.
- Initiate and facilitate public arts throughout Orange County.
- Serve as the primary voice for the arts in Orange County, making sure the community, elected officials and community leaders understand the role the arts play in the county economy, community and schools, as well as the needs of the creative community.
- Serve as a source of information and training for local agencies, organizations, and artists.

FY 2019-20 Outcomes

- Hosted annual Arts Grants Program. Thirty-eight percent were first-time applicants.
- Hosted Arts Educator Grants program and awarded 14 art teachers with professional development grants.
- Served as ambassadors and panelists for the Emerging Artist Program, the Annual Piedmont Laureate Program, and the 4th US Congressional District High School Art Competition.
- Served as county lead for Arts Day 2020, gathering local arts supporters to advocate for public arts support through Arts North Carolina.

County Manager's Office – continued

- In partnership with the Hillsborough Arts Council, hosted 3rd Annual Paint it Orange: Plein Air Paint-out & Wet Paint Sale, as a fundraiser for OCAC and HAC drawing more than 50 artists from four states.
- Offered stories of local artists, arts spaces and events on artsorange.org through a guest writers and staff-created content.
- Coordinated “Arts Moments” to kick off each Board of County Commissioners meeting in 2019 featuring local writers.
- Served as lead coordinator for the Orange County Local Roots Festival (formerly LocalFest). The festival was cancelled due to coronavirus, but much of the groundwork has been laid for future festivals.
- In partnership with Hillsborough Arts Council and Town of Hillsborough, partnered on Calvin St. Tree project which will provide public art in River Park, slated for Summer 2020.
- Worked in partnership with DEAPR and AC Entertainment, an event planning firm, to prepare for Good Moon Festival in 2021. Helped DEAPR develop large-scale festival policies and procedures in preparation of future festivals.
- Served in leadership capacity for arts community in response to COVID-19. Created emergency relief fund, dispersed information and resources, and mobilized resources to provide support and assistance for creative workers and nonprofit organizations.
- Opened the Eno Mill Studios, offering private working space for up to 13 artists. Working on plans for future arts space in the mill, including potential performing arts, exhibit, and maker space.
- Began plans for “Art on the Hill,” a county-wide public art festival to take place tentatively in Summer 2021 through the partnership of 14 community and municipal organizations.
- Received a grant from the Triangle Community Foundation to work with consultant Nello McDaniel in partnership with the NC Arts Council.
- Hosted professional development courses for local artists on areas such as accounting, marketing, copyright law, and the music business.
- Filed initial paperwork for a nonprofit extension of the OCAC.
- In partnership with Hillsborough Arts Council, Town of Hillsborough, and Orange County Public Schools, partnered on the *Wild Hillsborough* Public Art Project which will provide public art in Gold Park, slated for fall 2020.
- Participated in the 2nd Annual Orange County Economic Development Summit.

FY 2019-20 Objectives

- Develop new programs and projects that address identified needs of arts community:
 - Increase professional/organizational development opportunities for artists and arts organizations
 - Continue to increase the availability of space for arts programs, working to ensure sustainability
 - Utilize additional space to ensure equitable access to arts programming for all community members
- Research new funding sources for the arts to support future infrastructure and programs

County Manager's Office – continued

- Finalize the creation of the Orange County Arts Alliance – the 501c3 nonprofit fundraising arm for the OCAC.
- Explore opportunities to expand access to the arts for at-risk populations through partnerships with other county departments.
- Continue to promote the arts through traditional and digital media.
- Continue to work with regional partners on initiatives including ArtsDay, Emerging Artist Grant Program, Piedmont Laureate, and 4th Congressional District High School Art Competition.

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.

County Manager: Food Council

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Food Council (General Fund)						
Personnel Services	0	58,774	59,743	55,741	60,403	0
Operations	46,704	12,226	10,626	7,754	15,800	0
Capital Outlay	0	0	2,200	2,200	0	0
Total Food Council						
Division Expenditures	\$ 46,704	\$ 71,000	\$ 72,569	\$ 65,695	\$ 76,203	\$ 0
Offsetting Revenues	0	(43,310)	(43,910)	(43,910)	(43,310)	0
County Costs (net)	\$ 46,704	\$ 27,690	\$ 28,659	\$ 21,785	\$ 32,893	\$ 0
Food Council (Grant Fund)						
Personnel Services	0	0	0	0	0	60,403
Operations	0	0	0	0	0	12,226
Capital Outlay	0	0	0	0	0	0
Total Expenditures	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 72,629
Offsetting Revenues	0	0	0	0	0	(44,304)
County Costs (net)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,325

Major Services

- Builds partnerships and coordinates collaborative action to address issues around food access, the local food economy, and food waste;
- Coordinates county departments working on food insecurity to collect and organize relevant data and identify areas for increased collaboration;
- Functions as a liaison between the County Manager's office and Piedmont Food Processing Center;
- Works with service providers to identify areas of mutual concern and potential collaboration and provides information about best practices especially as it relates to a racial equity and/or a systems change approach;

County Manager's Office – continued

- Works with agricultural programs and boards to promote local farms and markets;
- Participates in several regional and Triangle area food initiatives;
- Creates open, accessible spaces for community input and representation in the Food Council's work;
- Raises awareness about food issues in Orange County;
- Develops resources to support policy-makers in making data-driven and equitable decisions that impact the local food system.

FY 2019-2020 Outcomes

- Hired a full-time coordinator
- Facilitated a partnership between Orange County Schools, Orange County Solid Waste, and Brooks Compost to develop and implement a pilot compost program at 2 Hillsborough elementary schools
- Hosted workshops and racial equity trainings with community partners
- Grown community participation in 4 working groups
- Developed a food insecurity report for the County Commissioners Board Retreat

FY 2020-2021 Objectives

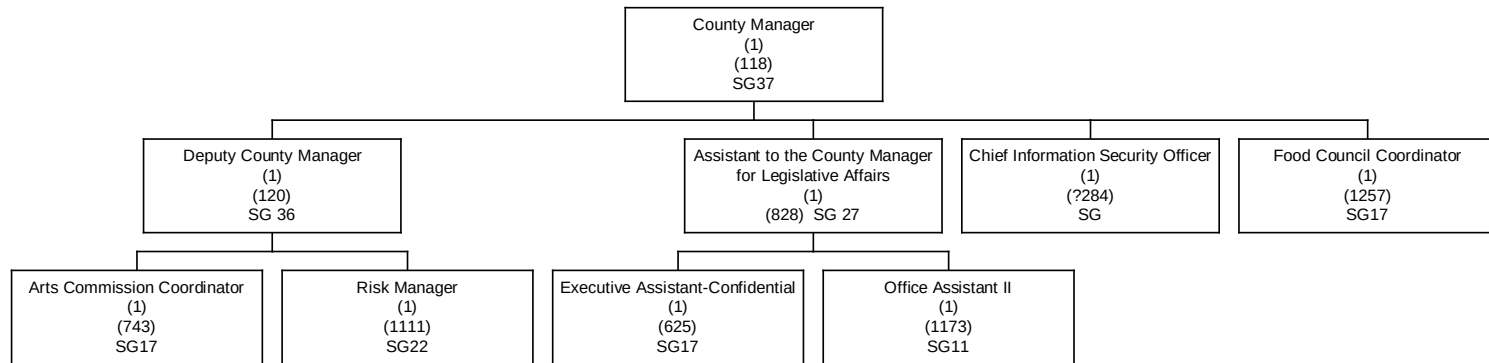
- Conduct a gaps analysis (community food baseline assessment) that identifies the challenges, assets, and opportunities for improvement in the Orange County food system
- Facilitate initial stages of development for a food policy agenda including coordinating partners to create action plans based on the gaps analysis findings
- Develop foundation for a community data index with the Health Equity Council

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Transfer of Food Council to a multi-year fund, to follow funding model of Partnership to End Homelessness.

County Manager's Office



Courts

Website: <http://www.nccourts.org/county/orange>

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
7000 - COURTS (General Fund)						
Personnel Services	0	7,500	7,500	11,502	0	0
Operations	38,159	61,000	62,620	54,941	61,000	61,000
Capital Outlay	551	0	10,860	8,903	0	0
Total Division Expenditures	\$ 38,710	\$ 68,500	\$ 80,980	\$ 75,346	\$ 61,000	\$ 61,000
Offsetting Revenues	0	0	0	0	0	0
County Costs (net)	\$ 38,710	\$ 68,500	\$ 80,980	\$ 75,346	\$ 61,000	\$ 61,000
Total Department Expenditures	\$ 38,710	\$ 68,500	\$ 80,980	\$ 75,346	\$ 61,000	\$ 61,000

Major Services

- The County is required under section 74 of the NC General Statutes to provide space, equipment, and law books for the District Attorney's Office, Superior Court, the Clerk of Court and District Court.

Budget Highlights

- The decrease in Personnel Services for FY 2020-21 is due to not budgeting for the Jury Personnel master list; this is budgeted every other fiscal year.

Criminal Justice Resource Department

Phone Number: (919) 245-2303

Website: orangecountync.gov/CJRD

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>By Category (General Fund)</i>						Account: 720
Personnel Services	534,064	597,117	606,873	611,606	664,686	642,294
Operations	87,102	100,705	120,899	90,277	198,800	93,655
Capital Outlay	(5,623)	2,832	7,853	1,337	2,500	0
Total Expenditures	\$ 615,543	\$ 700,654	\$ 735,625	\$ 703,220	\$ 865,986	\$ 735,949
Offsetting Revenues	(464,412)	(587,829)	(582,829)	(454,328)	(461,328)	(461,328)
County Costs (net)	\$ 151,131	\$ 112,825	\$ 152,796	\$ 248,892	\$ 404,658	\$ 274,621
<i>Other Related Programs (Multi-year Grant Fund)</i>						Account: 30720
Personnel Services	111,312	123,323	123,323	111,312	122,985	122,985
Operations	31,118	26,677	26,677	25,000	27,015	27,015
Capital Outlay	7,570	0	0	0	0	0
Total Expenditures	\$ 150,000	\$ 150,000	\$ 150,000	\$ 136,312	\$ 150,000	\$ 150,000
Offsetting Revenues	(150,000)	(150,000)	(150,000)	(136,312)	(150,000)	(150,000)
County Costs (net)	\$ 0	\$ -	\$ -	\$ 0	\$ -	\$ -
Total Criminal Justice Resource Office and Related Expenditures	\$ 151,131	\$ 112,825	\$ 152,796	\$ 248,892	\$ 404,658	\$ 274,621

Mission Statement

The Criminal Justice Resource Department (CJRD) directly oversees and staffs the county's Pretrial Services program, two drug treatment courts, two pre-arrest diversionary programs, the Criminal Case Assessment Specialist, the Youth Mental Health Liaison, the Restoration Legal Counsel office and serves as the Intermediary Agency for the Local Reentry Council. The CJRD seeks to support and increase jail alternatives, opportunities for diversion from the criminal justice system, and to provide treatment needs assessment, case management and programming for justice-involved individuals with the objective of reducing the numbers of individuals diagnosed with mental illness and substance use issues in detention, safely and successfully reducing overall rates of pretrial detention, reducing recidivism and addressing racial and economic disparities.

Department Name: CJRD

Major Services

- Administers Pretrial Services, which provides necessary needs and risk assessment information to court stakeholders in setting pretrial release conditions, supervises individuals on pretrial release with the goal of reducing unnecessary pretrial detention, ensuring community safety, reducing disparities and increasing court attendance.
- Oversees the Criminal Case Assessment Specialist and Youth Mental Health Liaison, two clinical positions that assess mental health and substance use issues, address treatment needs and provide case management support for adults and youth in detention or at risk of detention.
- Oversees and administers the county's two drug treatment courts: Recovery Court and Family Treatment Court.

- Create, start and administer the MDP and OC-PAD programs, the county's two pre-arrest diversion initiatives.
- Oversees the Restoration Legal Counsel position which provides free legal assistance to Orange County residents facing driver's license revocation due to inability to pay or residents seeking expungements.
- Provides support and administration for the Local Reentry Council and the two grant-funded positions.
- Administers the Justice Advisory Council.

FY 2019-20 Outcomes

- Restoration Legal Counsel position created, funded and serving residents in Orange County.
- Secured a second year of grant funding from the NC Department of Public Safety for the Local Reentry Council.
- Coordinated new court stakeholder bail reform efforts with funding for a contract with Professor Jessica Smith at UNC's School of Government Criminal Justice Innovation Lab.
- Began Medication-Assisted Treatment pilot program at Orange County Detention Center in collaboration with Sheriff's Office, Health Department and FIT program.
- Launched the Behavioral Health Task Force, and four sub-committees, to address gaps identified in the Sequential Intercept Mapping (SIM) process which looked at the points of intercept for individuals with behavioral health concerns and the criminal justice system.
- Worked with the Sheriff's Office to create new data collection and data management systems that provide necessary information about the daily jail population.
- Acquired grant funds enabling the County to purchase a Courthouse Facility dog, Adele.
- Worked with court and law enforcement stakeholders to institute urgent COVID-19 measures to safely reduce the number of individuals entering the Detention Center and assist in the planning for the safe release of individuals incarcerated at the Detention Center. This has led to very significant reduction in bookings and pretrial detention rates.
- Awarded COVID-19 emergency funding grant from Cardinal Innovations to assist with housing and supplies for individuals exiting jails and prison in Orange County.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Pretrial Services					
Total number of individuals screened by Pretrial Services	906	806	880	800	775
Number of individuals released to Pretrial Services	460	367	385	375	350
Percentage of successful completions of or compliance with Pretrial Services (no failure to appear or terminating violation)	80%	86%	82%	84%	85%

CJRD – continued

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Misdemeanor Diversion Programs					
Total number of 16 and 17 year olds served (*MDP ended 12/1/19 with Raise the Age)	42	41	30	21*	N/A
Percentage of successful completions of MDP	93%	83%	91%	100%	N/A
Percentage of MDP graduates that remain arrest-free after 6 months	86%	89%	90%	95%	N/A
Total Number of Individuals 18 and Older Diverted by OC-PAD (*started 2/19)	N/A	25*	75	80	100
Service: Criminal Case Assessment Specialist					
Total number of incarcerated individuals assessed and/or helped with substance use or mental health issues	138	122	140	140	138
Percentage of referrals that resulted in treatment provision and release from custody	67%	62%	68%	67%	67%
Service: Recovery Courts					
Total number of individuals served in recovery courts	45	50	60	50	60
Percentage of participants in successful compliance or that graduated	66%	58%	65%	70%	65%
Service: Youth Mental Health Liaison					
Number of youth 18 and under referred	40	42	60	42	44
Service: Local Reentry Council (started 10/1/18)					
Number of reentrants served	N/A	41	N/A	70	68
Service: Restoration Legal Counsel (started 10/7/19)					
Number of restoration referrals	N/A	N/A	N/A	250	420
Percentage of referrals receiving restoration relief	N/A	N/A	N/A	40%	40%

FY 2020-21 Objectives

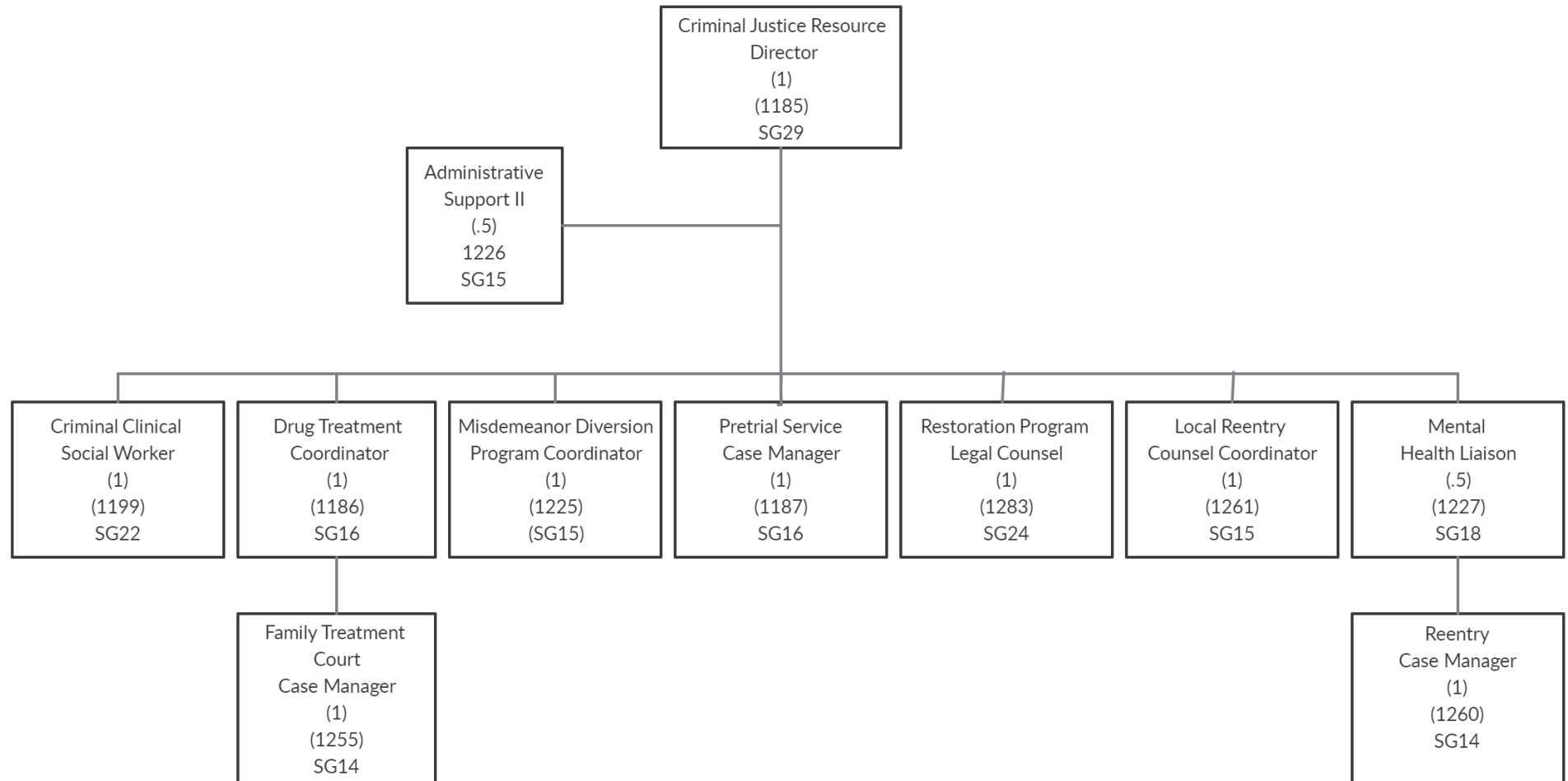
- Design and implement a harm reduction pre-arrest arrest diversion track, in collaboration with the Homeless Programs Coordinator, which ensures deflection of individuals who commit minor offenses and have underlying behavioral health needs.
- Secure a third year of Local Reentry Council grant funding from the NC Department of Public Safety.
- Collaborate with the District Bar's Racial Justice Task Force, Restoration Legal Counsel position and community advocates to reduce the disproportionate impact of court fines, fees and costs on the poor and communities of color.
- Continue pretrial reform efforts that safely reduce pretrial incarceration and increase equity.
- Assist court, law enforcement and domestic violence survivor advocates with grant for training and implementation of the Lethality Assessment Protocol, an evidence-based best practice for connecting survivors with advocates and reducing domestic violence homicides.

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.

Criminal Justice Resource Department



Department of Environment, Agriculture, Parks and Recreation

Phone Number: (919) 245-2510

Website: orangecountync.gov/DEAPR

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>By Category (General Fund)</i>						Account: 615
Personnel Services	3,116,578	3,249,267	3,308,731	3,168,287	3,361,511	3,327,161
Operations	867,617	729,913	755,186	622,950	784,672	729,551
Capital Outlay	50,267	63,903	115,580	56,559	4,255	0
Total Expenditures	\$ 4,034,462	\$ 4,043,083	\$ 4,179,497	\$ 3,847,796	\$ 4,150,438	\$ 4,056,712
Offsetting Revenues	(660,485)	(663,032)	(709,064)	(640,173)	(648,073)	(648,073)
County Costs (net)	\$ 3,373,977	\$ 3,380,051	\$ 3,470,433	\$ 3,207,623	\$ 3,502,365	\$ 3,408,639
<i>Other Related Programs (Multi-year Grant Fund)</i>						Account: 6100
Personnel Services	0	0	0	0	0	0
Operations	25,000	0	0	0	0	0
Capital Outlay	0	0	0	0	0	0
Total Expenditures	\$ 25,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Offsetting Revenues	0	0	0	0	0	0
County Costs (net)	\$ 15,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Department of Environment, Agriculture, Parks and Recreation Expenditures	\$ 4,059,462	\$ 4,043,083	\$ 4,179,498	\$ 3,847,796	\$ 4,150,438	\$ 4,056,712

Mission Statement

The Department of Environment, Agriculture, Parks and Recreation (DEAPR) works to conserve and manage the natural and cultural resources of Orange County. Included within this “green infrastructure” are natural areas and nature preserves, open spaces, parks and recreation facilities, water resources, and agricultural and cultural resource lands. Consistent with the strong environmental ethic of the community, DEAPR also strives to bring environmental education, recreation, athletics and other programs to residents of the County - with a goal of promoting cultural, physical and natural stewardship and well-being.

Administrative Services

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>Admin/Support Services (General Fund)</i>						
Personnel Services	606,608	626,125	636,547	640,666	649,546	648,770
Operations	65,054	62,150	63,263	55,551	67,075	61,633
Capital Outlay	0	0	333	0	0	0
Total Admin/Support Services						
Division Expenditures	\$ 671,661	\$ 688,275	\$ 700,143	\$ 696,217	\$ 716,621	\$ 710,403
Offsetting Revenues	0	0	0	0	0	0
County Costs (net)	\$ 671,661	\$ 688,275	\$ 700,143	\$ 696,217	\$ 716,621	\$ 710,403

Major Services

- Administers the department and project budgets, as well as oversight of departmental programs and initiatives, capital projects identification, budgeting, planning and implementation.

DEAPR – continued

- Work with DEAPR divisions to ensure capital project best practices for renovations and repairs to facility and park projects.
- Coordinate parks and open space planning efforts.
- Handle facility and park/open space reservations and program registrations for County facilities and recreation programs through the RecTrac/WebTrac programs.
- Assist outside organizations and groups to host special events on County park property by following all policies and procedures outlined in the County's Facility Use Policy. Obtain all necessary paperwork and insurance to host special events and issue the permit to authorize the event.
- Serve as the department's risk management liaison and address and resolve any safety issues within County parks and recreation facilities.
- Serve as the department's E.A.R. representative to foster effective employee relations.
- Work on intergovernmental projects and initiatives related to environmental, agriculture or parks and recreation topics.
- Provide staff support for the Parks and Recreation Council, the Intergovernmental Parks Work Group, and other boards and committees as needed.
- Coordinate department public information and communications including news releases, web site updates, and social media.
- Coordinate department communication strategies and efforts across a range of mediums.
- Advise on Outside Agency funding requests from agencies in the environment, parks, recreation and agricultural fields.

FY 2019-20 Outcomes

- **Advisory Boards:** Coordinated all meetings, and developed studies, reports and plans for the Parks and Recreation Council and Intergovernmental Parks Work Group. Investigated several new potential facilities, including turf athletic fields, disc golf, primitive camping and additional trails. Investigated the potential use of park space with new recreational trends. Advised and provided direction to the Agricultural Preservation Board, Commission for the Environment and other advisory boards as needed.
- **Parks and Open Space Capital Improvements:** Implemented the construction and engineering contracts for River Park improvements. Planned and oversaw progress on the initiation of the Blackwood Farm Park Phase Two, which has progressed in planning. Initiated the planning of the Central Recreation DuraSafe surface project. Managed the installation of new water fountains at Efland Cheeks Park. Initiated planning to resurface the basketball courts at Efland Cheeks as well as the tennis courts at Fairview Park. Initiated work on the Twin Creeks pond embankment and fish removal. Worked with Durham County on a Little River Regional Park Master and Management plan, to update the Interlocal Agreement and direct future capital improvement funding. Worked with Durham County on updating the Little River Regional Park and Natural Area interlocal agreement, master plan and drafting Operational Guidelines.
- **Community Centers:** Oversee the rental of Orange County community centers. Continue to work with community centers and neighborhood associations to make the centers important locations for community-building, meeting local needs and community activities. The neighborhood associations now manage daily operations to re-energize the support increased

activities and programs at Efland-Cheeks Community Center, Cedar Grove Community Center, and Rogers Road Community Center

- Mountains to Sea Trail Planning: Secured adoption of Mountains to Sea Trail (MST) route. Oversee and plan for funding of trail easement acquisition, partnerships, and construction for the first portions of the MST, focusing on extending Hillsborough Riverwalk to Seven Mile Creek Nature Preserve. Also focus on access of the MST through Seven Mile Creek and westward. Continue this multi-year process to build and maintain trail, working with willing landowners, partners, NCDOT, and State Parks.
- Departmental Operations: Organized and conducted staff meetings, staff Leadership Team meetings, and special topical work groups to accomplish defined priorities and tasks. Regularly meet with division heads. Organized and conducted safety and risk management training. Worked with Human Resources on classification analyses.
- Registration and Special Events: Received and recorded customer registrations in RecTrac for recreational programs, including a large summer camp program. Assisted outside organizations to organize special events in our County parks including adherence to County policies and local laws. Serve as liaison for special events and festivals, including new events at County parks and facilities.

FY 2020-21 Objectives

- Complete facilitated process for Little River Park, resulting in interlocal agreement renewal and new guidance documents in May 2020.
- Plan for and secure MST locations along NC 54 and between Occoneechee Mountain and Seven Mile Creek Natural Area.
- Continue to look for partnership and sponsorship opportunities for County facilities and event spaces, such as River Park and the new performance shell. Renew naming rights agreements for Soccer.com Center.
- Work with the Town of Chapel Hill to initiate plans for the future Millhouse Road Park.
- Update park master plans and oversee and direct new parks and open space facilities plans.
- Continue to expand communication and public outreach efforts about departmental programs and facilities, using new media platforms and methods as possible.
- Continue planning and implementation of a large music festival at Blackwood Farm Park in conjunction with the Arts Commission.
- Complete the installation of the DuraSafe surface at the Central Recreation playground.
- Work to maintain a safe working environment for all divisions and employees in DEAPR.

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.

Recreation Division

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>Recreation (General Fund)</i>						
Personnel Services	637,193	688,353	706,613	659,388	718,466	715,534
Operations	217,909	228,575	230,760	187,157	237,790	229,276
Capital Outlay	0	0	0	0	0	0
<i>Total Recreation</i>						
<i>Division Expenditures</i>	\$ 855,102	\$ 916,928	\$ 937,373	\$ 846,545	\$ 956,256	\$ 944,810
<i>Offsetting Revenues</i>	(631,967)	(528,507)	(567,901)	(498,119)	(517,649)	(517,649)
<i>County Costs (net)</i>	\$ 223,135	\$ 388,421	\$ 369,472	\$ 348,426	\$ 438,607	\$ 427,161

Major Services

- The Recreation Division is responsible for the planning, promotion, programming and implementation of well-rounded, age-specific recreation activities. Full-spectrum recreation services include athletic leagues, instructional programs, special events, and summer camps for various age groups. Personnel are involved in all aspects of this service from start to finish which includes participant registration, face-to-face communication with patrons, lesson plan development, program implementation, and dispute resolution as necessary.
- Recreation manages permit scheduling, building maintenance, rental supervision, and billing support of all Orange County recreation facilities including the Central Recreation Center, Soccer.com Center, Fairview Park, Cedar Grove Community Park and Efland-Cheeks Community Park for a 7-day-per-week, 14-hour-per-day operation. Additionally, the Recreation Division is responsible for rental supervision for the Cedar Grove Community Center and Efland-Cheeks Community Center on weekday evenings and all day Saturday and Sunday. The service includes set-up and breakdown for groups and organizations, recreation and athletic programs, monthly meetings, County Department meetings/training, and County voting precincts.
- Recreation manages over 375 volunteers annually including 50 special event volunteers and 325 youth athletic league coaches. The Volunteer Coaches Training Program assists coaches with the skills of teaching youth sports in a positive, fun, and cultivating atmosphere. Coaches receive criminal background and sexual predator checks every two years. Groups of coaches also serve on advisory committees directed by Recreation Staff to improve and enhance youth program implementation. In addition to managing volunteers the Recreation Division enlists the support of parents in providing a safe and enjoyable environment for youth sports participants. To this end the Division provides parent orientations that introduce parents to the benefits of youth sports and proper behavior for supporters during athletic games and practices.
- Recreation manages a full-service concession stand at the Soccer.com Center and a mobile food trailer both of which operate under the guidelines of North Carolina health codes and standards. The Soccer.com Center concession stand supports all activities at the Soccer.com Center including tournament, league play, and special events. The mobile food trailer is

deployed at County-wide special events including Movies in the Park, Community Egg Hunt, Halloween Spooktacular, Fairview Live, and sports tournaments.

FY 2019-20 Outcomes

- Initiated Afterschool program at the Central Recreation Center. The program was operated as a pilot program for this year. The program has average eighteen students per week from New Hope Elementary, Pathways Elementary, Cameron Park Elementary, and Grady Brown Elementary.
- Adobe Software implementation - Developed and implemented fillable online forms using Adobe Pro. Patrons completing online forms including, summer camp registration form, parent training acknowledgement form, vending permit request form along with internal documents i.e., program evaluation, program proposals, and other forms will save time and money.
- In 2019-20 the Recreation Division increased enrollment into summer camp by 20% to 2,300 enrollments with an increase to revenue of \$20,400. Additional enrollments were added by conducting a camp at Cameron Park Elementary along with other offsite locations. Enrollments were collected prior to Covid-19, uncertain if programs will have to be cancelled at this time.
- The Recreation Division's Youth Basketball Program expenditure for school rentals exceeded 150% of originally budget. This increase was due to the Orange County School system cross-charging the cost for overtime, social security, and FICA for their employees who worked the school rentals. In addition, numerous previously agreed upon rental dates were cancelled with little or no notice by school administrators with and without explanation. The result will be for the Recreation Division to either seek other means to support the youth basketball program or contract enrollments within Orange County owned and operated facilities.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Development and implementation of a wide range of recreation programs, for youth and adults.					
Healthy Lifestyle Programs	173	175	177	183*	183*
Healthy Lifestyle Enrollments	6,700	7,200	8,000	8,400*	8,500*
Service: Recreation Division Programs in Science, Technology, Engineering, Arts, and Math (STEAM)					
(STEAM) Program Offerings	60	66	66	68*	70*

*Impact of Covid-19 on recreational programming is unclear at this time.

FY 2020-21 Objectives

DEAPR – continued

- To develop a restructured youth basketball program that will not rely as heavily on school sites for program implementation and success. Employees will be tasked with researching other non-school gymnasiums as well as meeting with peers in the field at other municipal recreation departments.
- To enhance communication and customer service with our patrons, the Recreation Division will be creating an all-recreation e-mail. Currently patrons typically directly e-mail each program coordinator individually, which with the natures of employee schedules leads to a delay in response that may be time sensitive. By creating an all-recreation e-mail other all Division employees will have the ability to respond to patrons in a timelier manner.
- For fiscal 2020-21, expand after-school program for four additional schools.

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.
- Increase of \$8,346 to print program fliers in Spanish at Orange County Schools.

Parks Division

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>Parks (General Fund)</i>						
Personnel Services	1,083,320	1,137,825	1,155,030	1,109,582	1,224,967	1,194,326
Operations	310,777	406,778	411,455	339,096	413,722	408,582
Capital Outlay	47,467	60,703	100,097	45,444	2,655	0
<i>Total Parks</i>						
<i>Division Expenditures</i>	\$ 1,441,565	\$ 1,605,306	\$ 1,666,582	\$ 1,494,122	\$ 1,641,344	\$ 1,602,908
<i>Offsetting Revenues</i>	(170)	(110,925)	(110,925)	(111,816)	(106,824)	(106,824)
<i>County Costs (net)</i>	\$ 1,441,395	\$ 1,494,381	\$ 1,555,657	\$ 1,382,306	\$ 1,534,520	\$ 1,496,084

Major Services

- Instill and promote a high level of professionalism thru training, safety, efficiency and research.
- Maintain all County play structures to the highest standard, ensuring compliance with all mandated safety codes, protocols and certifications established by the National Playground Safety Institute, The National Park and Recreation Association and the American Society of Testing Materials Standards and Codes.
- Manage and maintain nine County parks, one greenway and 5 "future" park sites, as well as maintaining 27 County "grounds" or other open space sites. Assist the Land Conservation Manager with the stewardship and conservation of County Nature Preserves and associated natural lands.
- Assist other Departments whenever possible, for example; Landscape improvements at the library, the expansion of the Dog Walking Trail at Animal Services, working with the "Friends of the Mountains to Sea Trail" in the installation of steps on the hiking trails at 7 Mile Creek nature preserve.
- Improve and expand on Division's nature programming and special events.

DEAPR – continued

- Continue to promote environmental stewardship and nature appreciation within County parks and open spaces.

FY 2019-20 Outcomes

- Manage and maintain all County Parks, preserves and non County park lands to a high level.
- Promote safety and professionalism thru training and research
- Research and implement programs, procedures and protocols to lengthen play seasons on all athletic fields while ensuring the health and vitality of the natural play surfaces.
- Continue to ensure that all play structures meet or exceed all safety standards and regulations set forth by the industry
- Improve upon duration of time that exists from reports of missing road signs to replacement of same.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Manage and maintain nine parks comprising 788 acres, and an additional 475 acres of future park sites or County landscape and grounds. Assist in the conservation of nature preserves and other open space lands not yet open to the public.					
Park and trail acreage maintained	746 acres	746 acres	746 acres	788 acres	839 acres
Landscaped grounds maintained	140 acres	141 acres	141 acres	141 acres	201 acres
Stewardship assistance at nature preserves and land-banked future parks	848 acres	848 acres	908 acres	921 acres	1,114 acres
Maintain play structures to meet or exceed NSI & ASTM regulations, standards and codes	100%	100%	100%	100%	100%

FY 2020-21 Objectives

- Maintain all County parks trails and public open spaces to a high level
- Continue to work with outside agencies whenever possible, whether to assist them in providing a service and or program or to address a concern.
- Strive to improve upon the services we provide thru research, attending conferences and the methods utilized in maintaining the County's parks, trails and landscaped areas.
- Prepare for the upcoming park improvements at Blackwood Farm Park and the expansion of Soccer.com Center. Accelerate planning and logistical procedures for increases in festivals and events at County parks.
- Continue to provide nature programming while developing and expanding on existing classes.
- Continue to construct segments of the Mountains to Sea Trail on secured land, as connections and trail locations are possible.

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.
- Addition of \$16,000 in Seasonal staff for coverage in Blackwood Farm Park, department had requested FTE to fill this need.

Natural and Cultural Resources

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>Natural & Cultural Resources (General Fund)</i>						
Personnel Services	376,157	381,899	388,526	354,207	391,649	391,649
Operations	19,998	19,660	30,320	25,546	37,225	18,310
Capital Outlay	0	3,200	3,200	0	1,600	0
<i>Total Natural & Cultural Resources</i>						
<i>Division Expenditures</i>	\$ 396,155	\$ 404,759	\$ 422,046	\$ 379,753	\$ 430,474	\$ 409,959
Offsetting Revenues	0	0	0	0	0	0
County Costs (net)	\$ 396,155	\$ 404,759	\$ 422,046	\$ 379,753	\$ 430,474	\$ 409,959

Major Services

- The **Lands Legacy Program** works with willing landowners and other partners (land trusts, universities, other units of gov't.) to conserve high priority natural and cultural resource lands. This includes planning for conservation priorities, as well as monitoring and management of County Nature Preserves and other sensitive natural land holdings.
- The **Historic Preservation Program** promotes the preservation and protection of properties with historical, architectural and/or cultural significance. Historic Preservation Commission programs include designating Local Historic Landmarks and National Register properties.
- Staff support to the **Upper Neuse River Basin Association (UNRBA)**, including efforts to re-examine Stage II of the Falls Lake Nutrient Management Strategy and develop alternative plans for Stage I implementation.
- **Orange Well Net** is a groundwater observation well network established by the Co8unty in 2010, composed of six bedrock wells and seven regolith wells to monitor fluctuations in groundwater levels. Findings inform the public and officials about groundwater issues.
- Partnering in the **Eno River Watershed Hydrilla Management Task Force** to manage an invasive aquatic weed (Hydrilla) that has infested the Eno River watershed. Oversight and responsibility for hydrilla management contracts and activity in the Eno River.
- Staff support to the **Triangle Area Water Supply Monitoring Program (TAWSP)**, a regional effort that maintains and monitors water quality in a series of sampling locations throughout the area.
- The goal of **Environmental Responsibility in County Government** was adopted in 2005. DEAPR works with other departments to seek ways to perform County functions with a sensitivity and ethic that promotes environmental responsibility and leadership.
- Supervise consultants and contractors in the design and development of parks and recreation facilities and assist other departments with site planning, consultant selection and construction drawing documentation.
- Provide primary staff and agenda support for the **Intergovernmental Parks Work Group**.
- Plan for and provide environmental education information; programs and community events.

DEAPR – continued

- Finally, the NCR Division maintains a comprehensive database of significant natural and cultural resources in Orange County. These data are updated regularly for use by other County departments, other jurisdictions, partner entities, and the general public.

FY 2019-20 Outcomes

•

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Land conserved through the Lands Legacy program					
New acres protected	73	137	137	197	367
Funds (or donated value) received for completing County land conservation projects	\$161,000	\$180,000	\$180,000	\$340,000	\$2,143,000* includes grants
Service: Orange Well Net					
Ground water wells monitored by Orange Well Net	14	13	13	13	14
Service: Historic Preservation Program					
Historic properties designated as Local Landmarks or placed on the National Register	1	1	2	3	4
Service: Environmental Education Outreach					
Farm to Table Fourth Grade Field Trip participants	510	493	500	500	500
Earth Day (Earth Evening) participants	300	300	400	0*	400
Middle School Earthwalk participants				540	540
Provide interpretive environmental education signage at park sites		10	8	8	10

*Event cancelled/postponed due to Covid-19

FY 2020-21 Objectives

- Complete two farmland conservation easements with federal/state grant funds
- Continue to pursue partnerships and grant funding for Lands Legacy program land acquisitions.
- Acquire land for additional priority sites by Lands Legacy program; manage County Nature Preserves.
- Initiate the master plan from Hillsborough to Seven Mile Creek Preserve and the Cane Creek segments of the NC Mountains-to-Sea Trail
- Complete the Historic Preservation Commission book about the historic resources of Orange County, in partnership with the Alliance for Historic Hillsborough, with funding assistance from state and private grants.
- Continue to participate in Upper Neuse River Basin Association (UNRBA) and the Interim Alternative Implementation Approach for Stage I nutrient management.
- Designate two new Local Historic Landmarks
- Complete two new National Register nominations

DEAPR – continued

- Continue to participate in Eno River Watershed Hydrilla Management Task Force, including development of Hydrilla Management Plan for the 5-year period 2017-2022
- Initiate, in conjunction with the Town of Chapel Hill Parks and Recreation Department, a park master plan for the future Millhouse Road Park.
- River Park: complete the next phase of planning and park construction management.
- Little River Regional Park: complete the master plan, in conjunction with the Durham County Open Space and Real Estate Division.
- Hillsborough Landfill: continue to assess conditions of the former Town of Hillsborough Landfill utilizing monies from state trust fund in conjunction with the NC Div. of Waste Management; communicate the process with residents of the surrounding neighborhood
- Develop interpretive environmental and cultural educational signs for New Hope Nature Park.
- Plan and host Earth Evening and the Farm to Table Field trip events
- Complete planning for restoration of historic Strayhorn-Blackwood House at Blackwood Farm Park, including mold remediation and initiate construction,
- Hire a consulting firm to develop a Master Plan for the Soccer Center Expansion project.

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.

Soil and Water Conservation

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>Soil & Water Conservation (General Fund)</i>						
Personnel Services	413,300	415,065	422,015	404,444	376,882	376,882
Operations	11,681	12,750	19,388	15,600	28,860	11,750
Capital Outlay	0	0	0	0	0	0
<i>Total Soil & Water Conservation</i>						
<i>Division Expenditures</i>	\$ 424,981	\$ 427,815	\$ 441,403	\$ 420,044	\$ 405,742	\$ 388,632
<i>Offsetting Revenues</i>	(28,348)	(23,600)	(30,238)	(30,238)	(23,600)	(23,600)
<i>County Costs (net)</i>	\$ 396,633	\$ 404,215	\$ 411,165	\$ 389,806	\$ 382,142	\$ 365,032

Major Services

- Provide technical assistance to citizens concerning; agricultural land use recommendations, develop agriculture conservation plans, nutrient management planning, design and implement agriculture sediment and erosion control best management practices to meet US Dept. of Agriculture standards; improve water quality by reducing soil erosion, nitrogen and phosphorus delivery to streams, and improving riparian stream buffers.
- Administer state and federal cost share and/or grant funding programs that focus on improving water quality and protecting natural resources; process applications, determine funding

needs, develop funding contracts, manage and distribute funds based on qualifying measures for agricultural and non-agricultural landowners. Focus assistance to landowners to meet the State mandated nutrient reductions in the Jordan Lake and Falls Lake watersheds (over 95% of Orange County). Participate in Orange County focus group (H2Orange), and state's Agricultural Watershed Oversight Committee to meet watershed rules.

- Administer the Orange County Voluntary Agricultural District (VAD) and Enhanced Voluntary Agricultural District (EVAD) Programs, for qualifying farmers; process applications, verify farm eligibility, report to Orange County Agricultural Preservation Board and BOCC for approvals, develop conservation agreements, record agreements with Orange County Land Records, install signage on enrolled farmlands. Assist DEAPR -Land Conservation staff with promoting and seeking federal and state grants for conservation easement funding; encourage preservation and conservation of agriculture lands and natural areas.
- Enhance citizen awareness of natural resource conservation through educational programs: develop and sponsor workshops for citizens, landowners and farmers; planning/participate in Agricultural Summit; K-12 classroom presentations; outdoor classrooms at schools, Earth Walk, (environmental field day for all Orange County Schools 7th graders; plan and sponsored for 48 years); Envirothon program, local, area and State contest (middle and high school environmental education contest with 800+ student participation-5-6 teams from Orange Co.); assist with planning and participate in DEAPR-Farm to Table 4th grade field trip at Blackwood Farm Park; assist with developing Discovery Trail at Blackwood.

FY 2019-20 Outcomes

- Assessed treatment needs for animal operations and cropland based on water quality and soil erosion issues; provided technical and financial assistance to landowners; plan, design, and installation of best management practices (BMP's) treating agricultural sediment and nutrient runoff problems; agricultural conservation planning that includes wildlife enhancement, water quality improvement; and reforestation through available cost share/incentive programs. Provide technical assistance to urban landowners; assessment, planning and designing BMP's to retrofit and treat water quality concerns with sediment and storm water runoff problems.
- Assist DEAPR/Natural and Cultural Resources division with technical assistance, detailed soils maps, development/update agricultural conservation plans, letters of support, assist with seeking state and federal funding for the Orange County Lands Legacy, as needed.
- Increase agricultural awareness and protection of farmland through enrollment in the Orange County VAD/EVAD program available to agricultural landowners by increasing enrolled acres; recorded documentation with Land Records, and installation of visible VAD signs in the agricultural community. Assisted Orange County Agriculture Preservation Board to plan and host a Landowner appreciation breakfast for participants in the VAD/EVAD program.
- Promote natural resources educational opportunities by assisting citizens, schools, teachers, home-school groups; provide workshops, farm visits, mini-grant programs, teachers' workshops, environmental field days, regional and state Envirothon contest. Develop outdoor classrooms and pollinator gardens at schools to increase awareness of storm water runoff, water quality concerns, and natural resources; assist with 4th grade Farm to Table event at Blackwood Farm; planning, secured grant funding, and assisted with developing and implementing Discovery Trail at Blackwood Farm.
- Complete recruitment for new Resource Conservation Coordinator position and associated realignment of duties.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Provide technical and financial assistance to citizens of Orange County to promote natural resource conservation.					
Outcome Measures: Contracted funding to install BMP's on agri./non-agri. Property to protect natural resources (State funds, encumbered/contracted for ag BMP's)	\$111,666	\$74,100	\$90,000	\$89,114	\$90,000
Performance Measures (Federal – USDA-EQIP funds encumbered/contracted for agriculture BMP's.)	\$18,000	\$60,000	\$30,000	\$50,000	\$50,000
Performance Measures (State funds encumbered/contracted – Urban land users)	\$10,000	\$4,000	\$4,000	\$3,200	\$4,000

FY 2020-21 Objectives

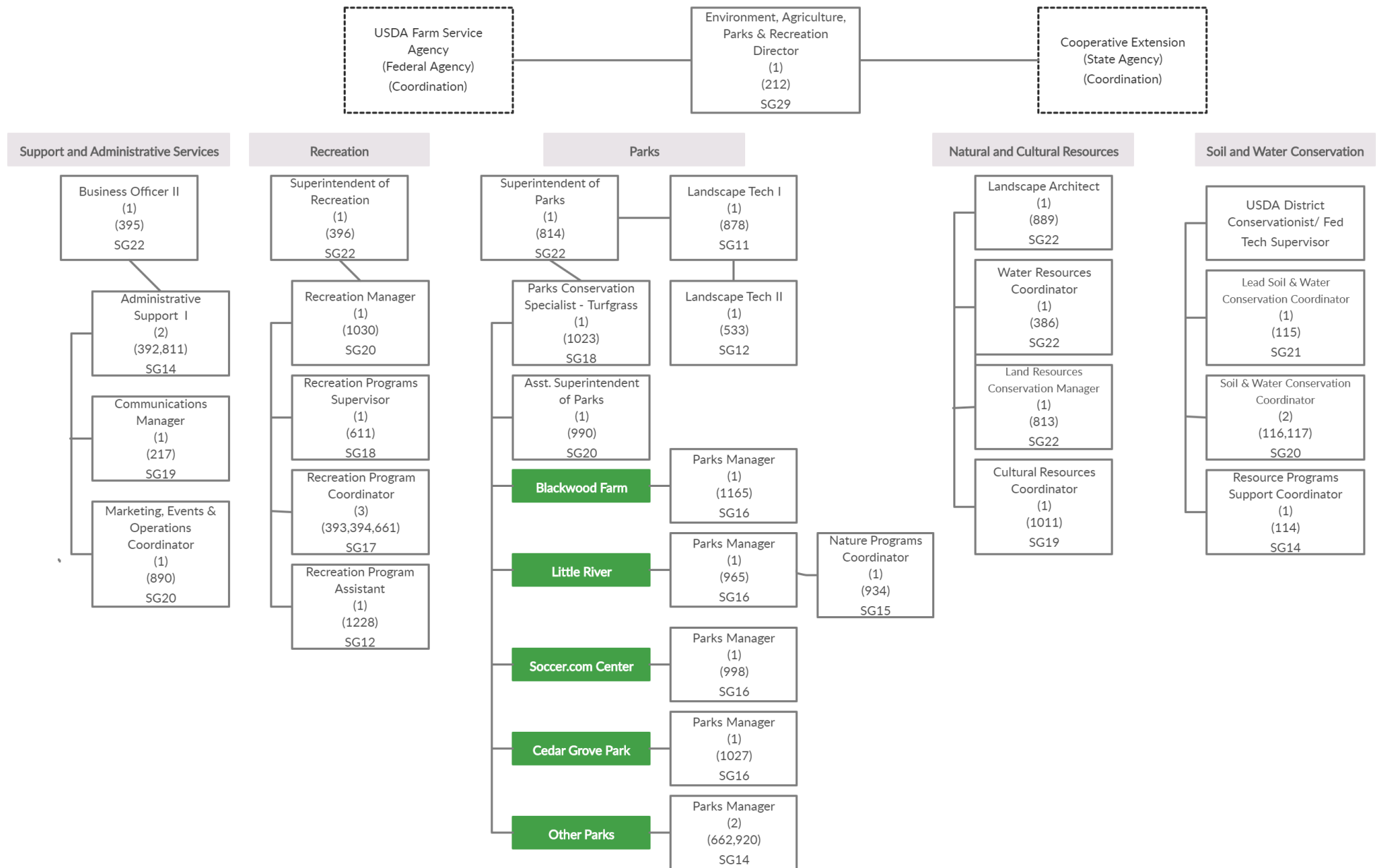
- Promote and increase awareness of County, state and federal programs that provide education, technical and financial assistance to agricultural and non-agricultural landowners, public and private, to protect Orange County's natural resources. Provide technical assistance and implement best management practices (BMP's) that will improve soil and water quality in all watersheds, reduce sediment and nutrient run off into streams from agricultural lands, meet the state mandated required nutrient reductions goals in the Jordan Lake and Falls Lake watersheds. Provide watershed BMP updates and technical information to Orange County, NCDA-Soil and Water Conservation, NC Division of Water Resources, and NC Environmental Management Commission as requested.
- Increase awareness and enrollment acres in the VAD/EVAD program to qualifying agricultural operations. Develop and record conservation agreements with landowners to protect and enhance County agriculture lands. Install signs on farms throughout county. Assist Agriculture Preservation Board with planning and hosting landowner appreciation breakfast. Assist DEAPR/Natural and Cultural Resources division with Orange County Lands Legacy program: develop review of conservation plans and assist with securing state and federal funding.
- Increase awareness to citizens about the importance of conservation and preservation of natural resources through educational programs and workshops for students and adults. Continue to seek funding for development and expanding the Discovery Trail at Blackwood Farm. Assist/committee participant with planning county fall festival, Local Fest.

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.

Department of Environment, Agriculture, Parks and Recreation



Debt Service

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>Debt Service (General Fund)</i>						
Principal - Schools General Obligation Bonds	6,432,497	8,539,754	8,539,754	8,539,754	4,479,953	4,479,953
Principal - Non-General Obligation Debt - School	4,871,222	5,780,835	5,780,835	5,780,835	7,049,303	7,049,303
Interest - Non-General Obligation Debt - School	3,350,835	1,366,587	1,366,587	1,366,587	4,622,374	4,622,374
Interest - Schools General Obligation	2,052,424	2,083,366	2,083,366	2,083,366	2,355,706	2,355,706
Total School Debt Service	\$16,706,979	\$17,770,542	\$17,770,542	\$17,770,542	\$18,507,336	\$18,507,336
Principal - County General Obligation Bonds	3,412,503	2,312,543	2,312,543	2,312,543	2,520,047	2,520,047
Interest - County General Obligation Bonds	581,402	572,004	572,004	572,004	313,851	313,851
Principal - Non-General Obligation Debt - County	6,643,153	7,412,690	7,412,690	7,412,690	8,297,675	8,297,675
Interest - Non-General Obligation Debt - County	2,174,629	2,686,649	2,686,649	2,686,649	3,981,795	3,981,795
Total County Debt Service	\$12,811,687	\$12,983,886	\$12,983,886	\$12,983,886	\$15,113,368	\$15,113,368
Total Debt Service Expenditure	\$ 29,518,666	\$ 30,754,428	\$ 30,754,428	\$ 30,754,428	\$ 33,620,704	\$ 33,620,704

These funds repay principal and interest due on non-enterprise fund debt. This includes outstanding voter approved General Obligation (GO) bonds and other alternative financing issuances related to School and County capital projects.

Debt Management

Orange County's primary objective in managing the amount of debt issued to meet long-term capital needs is to keep the level of indebtedness within available resources. The Board has a longstanding Debt Management Policy that establishes parameters, procedures and other objectives related to debt issuance. A major benchmark included in the Policy provides for the County's annual non-enterprise fund debt service payments to be no more than 15 percent of the County's total General Fund revenues. Fifteen percent of the fiscal year 2020-21 Manager Recommended General Fund Budgeted Revenues equals \$34,618,108 compared to our anticipated debt service payments of \$33,620,704. The table below compares the County's current level of debt with the levels outlined in the Debt Management Policy.

Debt Service – continued

County's Debt Level for Fiscal Year 2020-21			
	Per County's Adopted Debt Management Policy	Legal Debt Limit per NC General Statute	As Included in FY 2020-21 Recommended Budget
Annual Debt Service Payments as a Percentage of General Fund Revenues	No greater than 15%	N/A	14.57%
Total Outstanding Debt as a Percentage of Total Assessed Valuation	No greater than 3%	No greater than 8%	1.48%

Bond Ratings

Current bond ratings for the three rating agencies are as follows:

- Fitch – AAA
- Standards and Poors – AAA
- Moody's – Aaa

Economic Development

Phone Number: (919) 245-2325

Website: <http://growinorangenc.com> and VisitChapelHill.org

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
By Category (General Fund)						Account: 600
Personnel Services	421,415	419,934	433,752	397,761	414,742	414,742
Operations	44,318	111,151	129,086	59,943	111,151	101,470
Capital Outlay	0	0	0	0	0	0
Total Expenditures	\$ 465,733	\$ 531,085	\$ 562,838	\$ 457,704	\$ 525,893	\$ 516,212
Offsetting Revenues	0	0	0	0	0	(516,212)
County Costs (net)	\$ 465,733	\$ 531,085	\$ 562,838	\$ 457,704	\$ 525,893	\$ 0
Visitors Bureau (Visitors Bureau Fund)						Account: 6005
Overhead	89,876	117,684	117,684	117,684	130,492	130,492
Personnel Services	518,880	518,841	518,841	548,942	535,161	535,160
Operations	1,230,437	1,063,879	1,251,763	1,057,379	768,473	749,474
Capital Outlay	3,183	0	252,416	1,985	0	0
Total Expenditures	\$ 1,842,376	\$ 1,700,404	\$ 2,140,704	\$ 1,725,990	\$ 1,434,126	\$ 1,415,126
Offsetting Revenues	(1,952,411)	(1,887,677)	(2,248,653)	(1,807,858)	(1,607,568)	(1,584,054)
County Costs (net)*	\$ (110,034)	\$ (187,273)	\$ (107,950)	\$ (81,868)	\$ (173,442)	\$ (168,928)
Total Economic Development and Related Expenditures	\$ 2,308,109	\$ 2,231,489	\$ 2,703,542	\$ 2,183,694	\$ 1,960,019	\$ 1,931,338

Mission Statement

The County's Economic Development Department serves to diversify the local economy by promoting the growth, retention and recruitment of desirable and environmentally clean businesses that pay at or above a living wage, with employment benefits, and which represent a variety of retail businesses, office headquarters, light industrial manufacturing, logistics distribution, and mixed use commercial office development. This strategy includes new construction, and the redevelopment and/or expansion of existing facilities.

Major Services

- Operates a variety of promotional, recruitment and existing business retention programs to business investors that strengthens the local economy via targeted recruitment activity. This endeavor generates new capital investment in clean and desirable technologies, high-tech employment growth, employee health benefits and at a salary range at or above Orange County's living wage.
- Staff provides guidance to new, expanding, and relocating businesses to include entrepreneurial start-up ventures, high-tech manufacturing, agriculture and related food processing, tourism promotion, and light industrial and distribution operations.
- Supports the economic development activities of the Department's affiliated Chapel Hill/Orange County Visitors Bureau, which has its own professional staff

Economic Development – continued

and management, advisory board, and budget funded through Orange County's 3% occupancy tax levied on visitors to overnight accommodations and with an annual grant from Town of Chapel's Hill's hotel occupancy tax revenues.

- Uses Article 46 funds to make quarterly grants and loan financing for small businesses, local entrepreneurs and agriculture ventures through Orange County's Small Business Loan Program, the Business Investment Grant, and the Agriculture Economic Development Grant. These loan and grant programs for small local businesses are funded by the portion of Article 46 revenues (¼ cent sales tax revenues for economic development) that benefit various economic development programs.
- Provides county-wide businesses, to include the Hillsborough and Chapel Hill/Carrboro chambers of commerce, locally elected leadership and County-wide residents, with economic and demographic data and related economic development assistance via the Economic Development Department's website, public presentations and printed materials.
- Markets Orange County's available inventory of commercial/industrial buildings, and economic development construction sites to prospective businesses, investors, State of North Carolina corporate site selection business recruiters, and site selection consultants.
- Promotes a growing food system economy in Orange County through support of local producers, food entrepreneurs, and recruitment of food production and manufacturing businesses.

FY 2019-20 Outcomes

- Commercial investment activity from June 2019 to January 2020 saw a record level of new and expanding corporate announcements select Orange County, with 4 companies (ABB, Medline Industries, Well Dot, & Piedmont Metalworks) announce a total of 1,095 new jobs, \$112.4 million in new investment, and new construction totaling 1.45 million sq. ft.
- Pursued the Board of Commissioners' directive to create and lead the Orange County Emergency Small Business Loan & Grant Program, and create a process to disburse up to \$300,000 allocated by the Board to assist firms that have suffered operating losses due to 2020's Covid-19 pandemic and social distancing efforts. This endeavor required the Economic Development Department to coordinate joint participation with numerous other County Departments, to include the Manager's office, Finance, Legal, Information Technologies, Tax, Register of Deeds, Visitors Bureau and Community Relations.
- Carry-over of 3 significant commercial developer-led prospects from 2019 into 2020 is continuing the County's active dialog with active business investors that offer the County significant growth in potential light industrial and distribution operations.

Economic Development – continued

- Generated a 2% increase in the actual number of qualified corporate investor inquiries received by the Department from retail, commercial and industrial prospects, site selection consultants, and boosted the number of actual prospect visits made to Orange County. In FY 2019-20, the Economic Development Department received 79 separate investment inquiries from prospective light manufacturing, commercial and retail projects. The Department responded to approximately half of those project inquiries with real estate proposals on available sites and buildings, and saw more than 12 actual business investment prospects visit the County to tour available opportunities.
- The Department continued the successful and popular Article 46-funded Small Business Investment Grant & Agriculture Economic Development Grant programs, which support small businesses and farming operations through the County. For FY 2019-20 the Department made a total of 135 Small Business Grants, Agricultural Grants and Small Business Loans. These small businesses and farms employ over 450 local residents in ventures located across Orange County.
- Agriculture support included (1) assistance provided to the annual Orange County Agriculture Summit in February 2019 & 2020, (2) participating in the formation of a new Orange County Food Council; continued use of a grant from the N.C. Dept. of Agriculture to provide micro-loan assistance (Orange County CROP Loan) to Piedmont Food & Agriculture Processing tenants; and (4) marketing and managed the agriculture grant marketing program & review of all grant applications.
- Assisted Orange County Community Relations Department to plan the 2nd annual Orange County Summit in October 2019, on WCHL1360 radio.
- Visited all cohort firms with the “LAUNCH, Inc.” incubator in Chapel Hill, and food preparation tenants of Hillsborough’s “Piedmont Food Processing Center” to assist in business retention & growth support, and marketed the Department’s small business loan and grant programs.
- Collaborated with other Orange County departments (Visitors Bureau, Arts Commission, Social Services, Animal Services, Asset Management, Library Services, Planning & Inspections, and Aging) and their respective advisory boards. Also worked closely with the Chambers of Commerce in Hillsborough and Chapel Hill, and the town economic developers in Hillsborough, Carrboro & Chapel Hill.
- Updated and expanded the Department’s inventory of site maps, demographic reports, marketing materials, advertising outreach efforts, and networking opportunities focused in a targeted plan of business retention and expansion, and the recruitment of new businesses. Also issued a second quarterly e-newsletter on economic development activities.
- Continued to market sites in Orange County’s 3 Economic Development Districts (EDDs) to prospective business prospects, with regular emphasis placed on properties located in the Hillsborough and Buckhorn regions. Also marketed

Economic Development – continued

commercial office space in Chapel Hill, Carrboro and Hillsborough to several prospects that visited.

- The existing business/retention staff member made over 275 visits for the year with companies in the County, and marketed the small business loan and grant programs.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Attract new economic opportunities to Orange County.					
Number of Inquiries Received from Commercial & Industrial Prospects (most led by State of NC).	82	79	85	70	75
Change in frequency of actual County visits by commercial, retail & industrial business prospects, compared to the prior year.	+2%	+5%	+10%	+5%	+5%
Service: Provide guidance and resources to new, expanding and relocating businesses.					
Orange County Small Business Loan Program (applications/approvals)	1/0	8/4	10/9	0/0	10/6
Orange County Business Investment Grants (applications/approvals)	58/28	94/37	115/35	58/25	90/30
Economic Development Agriculture Grants (applications/approvals)	10/7	22/14	20/8	14/12	20/14
Percentage increase of existing business visitation call program	15%	20%	20%	20%	20%
Service: Increase the economic vitality of Orange County through leveraging of partnership with the N. C. Dept. of Commerce (NCDOC) & the Economic Development Partnership of North Carolina (EDPNC)					
Industrial site selection proposals submitted to actual business investment prospects	53	45	50	35	40

FY 2020-21 Objectives

- Work closely with the County's Finance and Legal staff to manage the documentation and tracking tied to the \$300,000 in loans and grants provided to small businesses assisted by the Orange County Emergency Small Business Loan & Grant Program.
- Continue to market the Department's "Article 46" funded financial programs that support programs actively used to grow, retain and expand Orange County's many small businesses, farms, agriculture and food system ventures
- Further diversify the sources of business recruitment and investor leads the Department receives which are seeking site locations, and increase the number of project inquiries that can be pursued, and actual site visits recorded, by marketing Orange County's benefits and real estate opportunities.
- Develop and implement the Department's 3 new SMART Goals, and update with annual metrics (agriculture/food systems, economic development agency collaboration, and tourism growth).
- Collaborate closely on investment projects of mutual benefit with other economic development stakeholders in the County, to include the two Chambers

Economic Development – continued

of Commerce, the three town economic developers, local utilities, commercial & real estate developers, and the University of North Carolina at Chapel Hill.

- Update the Department's aging 8-year old web site by early 2020 with new materials, linked marketing videos, and a redesign of presented inventory of available building and green field industrial site data that is suitable for a host of retail, commercial, warehouse and clean, light industrial operations. Create two (2) new 8-minute promotional marketing videos (agriculture food systems, uses of Article 46) to showcase Orange County and its' diverse businesses.
- Promote a recognition & appreciation program for existing Orange County small and medium sized businesses, and larger manufacturers.
- Use the results of the completed economic development district SWOT analysis of the County's various industrial, commercial and retail locations in the County's 3 Economic Development Districts, plus incorporate comments made by the Board of Commissioners and Orange County Economic Development Advisory Board, to develop a strategy about how to prioritize specific sites for development.

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.
- Bring in Article 46 proceeds to offset cost of Economic Development Department in General Fund.

Chapel Hill/Orange County Visitors Bureau

Mission Statement

To position Orange County as a desirable destination for conferences and tourism to help increase spending from visitors, assist in the creation of jobs and increase retail sales and occupancy tax revenue.

Major Services

- Position Orange County as a desirable visitor, conference and events destination.
- Encourage longer stays, increased spending and repeat visits to Orange County.
- Contribute to economic development and quality of life that comprises Orange County.
- Operate the County's Visitor Center, six days a week, providing walk-in services to visitors annually, highlighting the restaurants, hotels and attractions of Orange County.
- Partner with other Orange County departments, including Arts Commission, Cooperative Extension, Parks and Recreation, and Economic Development to produce marketing materials.

Economic Development – continued

FY 2020-21 Outcomes

- Rebuild demand for Orange County tourism and, as a result, visitor spending.
- Advertising: in conjunction with local municipalities, build a tourism recovery campaign.
- Re-build attendance at local visitor's attractions and special events through tourism recovery campaign.
- Continue to support key sectors: agri-tourism and farmers; mid-week conferences; weddings and events.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Tourism Sales					
Conference, meeting books	38	42	50	44	25
Generate sales leads for hotels	74	74	100	130	50
Room nights generated from bureau	2226	2717	2500	2264	1275
Tourism Communications					
Build attraction visitations (in millions) – <i>The Visitors Bureau tracks numbers of visitors visiting 25 major select attractions throughout Orange County.</i>	2.1	2.16	2.2	2.2	1.2
Media stories on Orange County – <i>Visitors Bureau sends press releases and works with travel writers and digital influencers to write stories about Orange County.</i>	242	245	310	270	100
Annual tourism impact (in millions) – <i>Economic impact is measured by spending, employment, payroll and tax revenues from hospitality industry.</i>	197.9	208	200	209	165 million
Social Media – online Social Media goals and successes are measured by these metrics					
Facebook likes (follows) – Visitor engagement.	16,784	17,814	20,000	19,085	20,000
Facebook posts – Visitor engagement.	346	496	500	410	*
Twitter follows – Visitor engagement.	4,256	4,841	6,000	5,200	5,600
Twitter posts – Visitor engagement.	835	639	900	420	*
Instagram follows – Visitor engagement Visitors Bureau tracks the amount of follows resulting from posts.	3,189	3,755	5,000	4,350	5,000
Instagram posts – Visitor engagement Visitors Bureau maintains a presence on Instagram as a segment of the overall marketing strategy.	129	161	200	50	*
NEW Website visits (increase is affected by social media and digital promotions)				287,000	295,000
NEW Social Media Campaigns (paid internal and outsourced) including blogs, special events and misc opportunities.				20	25

*Marked Objectives are no longer key measures for success.

FY 2020-21 Objectives

- Implement a coronavirus disease (COVID-19) recovery program through tourism marketing to rebuild key economy in Orange County.

Economic Development – continued

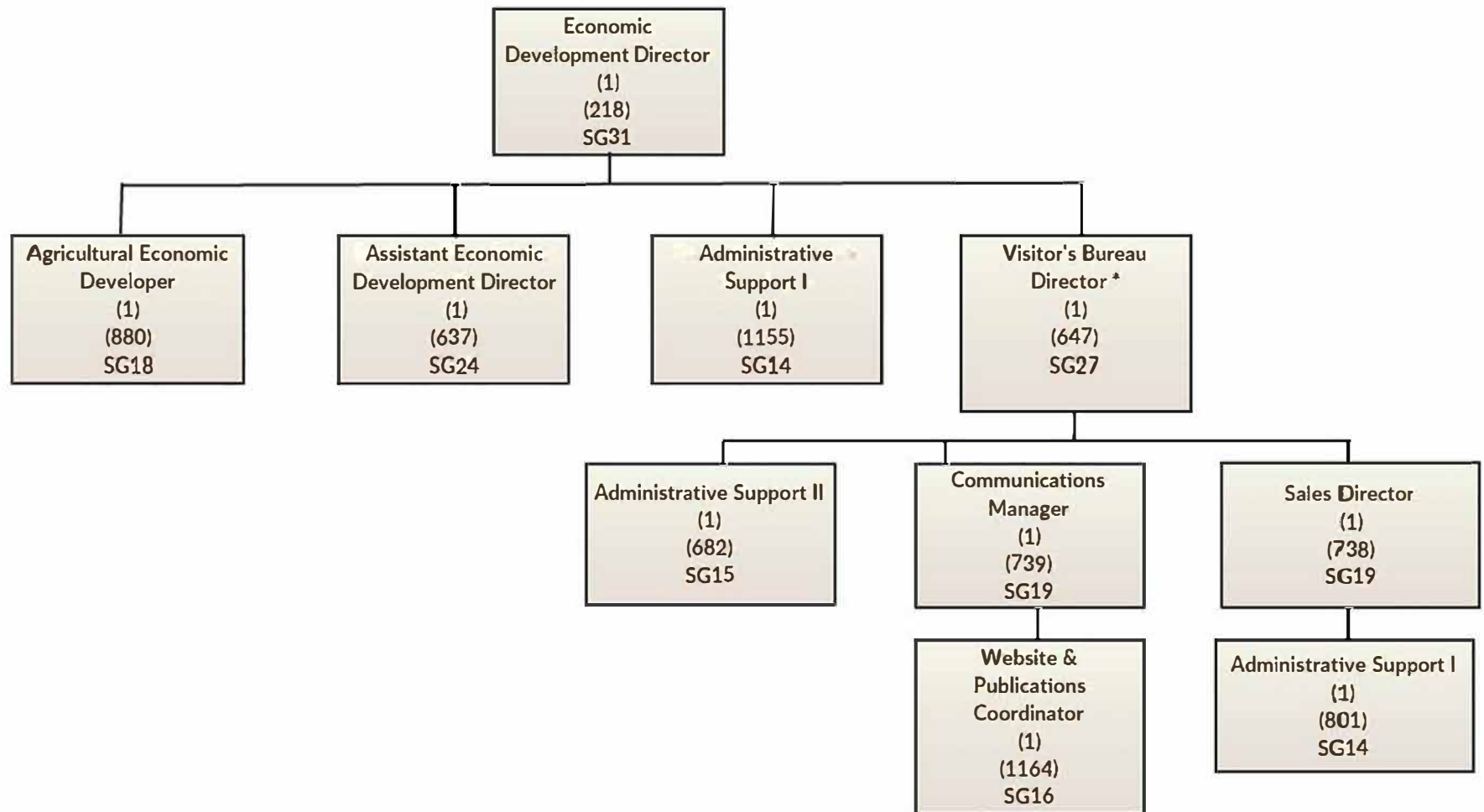
- Investigate new lead system to help fill Orange County's 1700 hotel rooms.
- Relocate to new Visitors Center and provide walk-in service to returning visitor industry
- Increase data and research that tracks visitor intention to travel post coronavirus disease (COVID-19).
- Continue to provide a 2021 Visitor Guide and map, listing restaurants (there will be many closings and changes) and offerings in Orange County in the new year
- Work with area hoteliers to scout business for waning conference industry.
- Using public relations and online digital platforms, increase messaging from Orange County that keeps the visitor informed, updated and curious to plan a visit back to our communities.

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Due to Covid-19, Occupancy Tax revenue has been significantly reduced from earlier projections. Due to the uncertainty of the recovery, revenue in the Visitor's Bureau will need to be closely monitored throughout the year.
- Expenses have been severely reduced throughout fund, mainly in Advertising, Promotion and Events and other accounts.
- Reduced Fund Balance Appropriation from \$446,080 in FY 2019-20 Revised Budget to \$6,486 in FY 2020-21.
- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.

ECONOMIC DEVELOPMENT AND VISITOR'S BUREAU



* Funded through OC/Chapel Hill Visitor's Bureau

FY 2020-2021 MANAGER'S RECOMMENDED BUDGET

Education

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Local School Systems						
Current Expenses (General Fund)						
Orange County Schools	33,365,815	35,401,202	35,401,202	35,401,202	37,799,352	35,543,848
Chapel Hill/Carrboro City Schools	51,591,855	53,419,518	53,419,518	53,419,518	59,584,518	53,285,266
Total Current Expenses (General Fund)	\$ 84,957,670	\$ 88,820,720	\$ 88,820,720	\$ 88,820,720	\$ 97,383,870	\$ 88,829,114
Recurring Capital						
Orange County Schools ⁽¹⁾	0	0	0	0	0	0
Chapel Hill/Carrboro City Schools ⁽¹⁾	0	0	0	0	0	0
Total Recurring Capital Expenses	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Long Range Capital						
School Capital ⁽²⁾	1,493,643	0	260,000	260,000	0	0
Total Long Range Capital Expenses	\$ 1,493,643	\$ 0	\$ 260,000	\$ 260,000	\$ 0	\$ 0
Debt Service						
Interest Non-GO Bonds	2,052,424	2,083,366	2,083,366	2,083,366	2,355,706	2,355,706
Principal & Interest GO Bonds	9,783,332	9,906,341	9,906,341	9,906,341	9,102,327	9,102,327
Principal Non-GO Bonds	4,871,222	5,780,835	5,780,835	5,780,835	7,049,303	7,049,303
School Debt Reserve	0	0	0	0	0	0
Total Debt Service Expenses	\$ 16,706,979	\$ 17,770,542	\$ 17,770,542	\$ 17,770,542	\$ 18,507,336	\$ 18,507,336
Other School-Related Programs						
School Health Nursing Initiative	0	0	0	0	0	0
After School Program	0	0	0	0	0	0
School Health & Safety Contracts ⁽³⁾	3,532,448	3,629,597	3,629,597	2,722,198	3,629,597	3,629,597
Deferred Maintenance Funds ⁽⁴⁾	0	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Staff Bonus - OCS	0	0	0	0	1,027,000	0
School Equity Training ⁽⁵⁾	0	260,000	260,000	214,573	0	0
Total Other School-Related Programs	\$ 3,532,448	\$ 6,889,597	\$ 6,889,597	\$ 5,936,771	\$ 7,656,597	\$ 6,629,597
Total Local School Systems Expenditures	\$ 106,690,739	\$ 113,480,859	\$ 113,740,859	\$ 112,788,033	\$ 123,547,803	\$ 113,966,047
Durham Technical Community College (DTCC)						
Current Expenses (General Fund)						
Durham Technical Community Colleg	655,144	723,256	723,256	723,256	777,954	723,256
Total Current Expenses (General Fund)	\$ 655,144	\$ 723,256	\$ 723,256	\$ 723,256	\$ 777,954	\$ 723,256
Recurring Capital						
Durham Technical Community Colleg	75,000	75,000	75,000	75,000	75,000	75,000
Total Recurring Capital Expenses	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Debt Service						
Principal & Interest Non-GO Bonds	251,080	242,108	242,108	242,108	233,634	233,634
Total Debt Service Expenses	\$ 251,080	\$ 242,108	\$ 242,108	\$ 242,108	\$ 233,634	\$ 233,634
Total DTCC	\$ 981,224	\$ 1,040,364	\$ 1,040,364	\$ 1,040,364	\$ 1,086,588	\$ 1,031,890
Total Education Expenditures	\$ 107,671,963	\$ 114,521,223	\$ 114,781,223	\$ 113,828,397	\$ 124,634,391	\$ 114,997,937

⁽¹⁾ The FY 2020-21 Manager's recommended budget includes continuing to substitute \$3,000,000 in pay-as-you-go funds to debt financing for School recurring capital. ⁽²⁾ includes substituting \$4,092,375 in pay-as-you-go funds to debt financing for School capital projects. ⁽³⁾ includes contracted payments for the costs of supplying a Nurse in every school

Education - continued

in both CHCCS and OCS, as well as supplying School Resource Officers in the middle and high schools in both CHCCS and OCS. ⁽⁴⁾ includes \$3,000,000 for deferred maintenance needs as addressed in both school districts' assessment of older facilities.

Note: In addition to the funding outlined here, in fiscal year 2020-21 Chapel Hill-Carrboro City Schools anticipate receiving approximately \$24.4 million from its special district tax proceeds.

Local School Systems

In North Carolina, each county is responsible for supplementing state and federal appropriations to public education. Local current expense appropriations are allocated to each school system based on an equal amount per pupil. In addition, counties provide funds to each system for recurring and long-range capital projects. School systems in North Carolina do not have separate taxing authority and are not allowed to issue debt for school construction and renovation projects. Therefore, issuance and repayment of long-term debt, such as general obligation bonds and private placement loans, are the responsibility of county government. Many school units in the state also have special district taxes. These voter-approved taxes, levied within the unit's boundaries, further supplement county funding.

Student Enrollment Projections

In accordance with North Carolina General Statutes, the State Department of Public Instruction (DPI) certifies the estimated number of students who will attend public school in each district during the next academic year. These numbers are available to the Boards of Education and Board of County Commissioners in March of each year and are often referred to as the March ADM (Average Daily Membership) numbers. DPI allows counties to modify these totals to incorporate the number of students residing in each district who are expected to attend charter schools the following academic year. The resulting total projected student populations for each system are multiplied by the per pupil appropriation approved by the Board of County Commissioners to determine the total current expense appropriation for each district.

- **Student Enrollment Projections for the Orange County Schools**

Based on DPI projections, the Orange County School district enrollment for fiscal year 2020-21 totals 7,381, a decrease of 7 students from the March 2019 projections. The district continues to experience a growing number of charter students, with a current enrollment of 885 students, as of March 2020, which represents an increase of 42 students. Out of district students are budgeted at 110 students. This brings the total district enrollment to 8,156 for FY 2020-21.

- **Student Enrollment Projections for the Chapel Hill-Carrboro City Schools**

The Chapel Hill-Carrboro City School District DPI projections total 12,312, a decrease of 43 from the March 2019 projections. Charter students are budgeted at the current enrollment of 166, as of March 2020, and out of district students are budgeted at 251. This brings the total district enrollment to 12,227 for FY 2020-21.

2019-20 Enrollment Projections

	CHCCS	OCS	Total
March 2019 Department of Public Instruction ADM Allotment #s	12,355	7,388	19,743
Less: Out of District	<u>(250)</u>	<u>(97)</u>	<u>(347)</u>
	12,105	7,291	19,396
Plus: Budgeted Charter Students	<u>169</u>	<u>843</u>	<u>1,012</u>
Total Budgeted Students	12,274	8,134	20,408
	60.14%	39.86%	

Education - continued

2020-21 Enrollment Projections

	CHCCS	OCS	Total
March 2020 Department of Public Instruction ADM Allotment #s	12,312	7,381	19,693
Less: Out of District	<u>(251)</u>	<u>(110)</u>	<u>(361)</u>
	12,061	7,271	19,332
Plus: Budgeted Charter Students	<u>166</u>	<u>885</u>	<u>1,051</u>
Total Budgeted Students	12,227	8,156	20,383
	59.99.%	40.01%	

Current Expense

As stated earlier, local current expense funding supplements State and Federal funds received by each district for the operation of the schools. North Carolina law requires boards of county commissioners to provide equal per pupil appropriations to each system in counties that have more than one school administrative unit, as is the case in Orange County.

It is important to note that the Chapel Hill-Carrboro City School system also receives proceeds from a special district tax approved many years ago by the voters of that district. At this time, the Orange County School system does not have a similar taxing authority.

The recommended fiscal year 2020-21 budget provides \$4,358 per student for each of the 20,383 students in the two school systems. This represents a \$5.75 per pupil increase from the \$4,352.25 per pupil approved for fiscal year 2019-20.

- **Current Expense Funding for the Orange County Schools**

The recommended budget increases the current year funding level by \$142,646 and brings the total appropriation in current expense funding to \$35,543,848.

- **Current Expense Funding for the Chapel Hill-Carrboro City Schools**

The recommended budget decreases the current year funding level by \$134,252 and brings the total current expense funding for the District to \$53,285,266.

- **District Tax – Chapel Hill-Carrboro City Schools**

The special district tax rate for the Chapel Hill Carrboro City Schools is recommended to remain at the current tax rate of 20.18 cents per \$100 assessed value for FY 2020-21. Each penny on the Chapel Hill-Carrboro district tax rate for fiscal year 2020-21 is expected to produce \$1,208,899. Anticipated revenue from this special tax is estimated to generate approximately \$1,995 per student for the district. Projected revenue from district tax proceeds for fiscal year 2020-21 totals \$24,395,583.

School Health and Safety Contracts

The FY 2020-21 recommended budget includes funds totaling \$3,629,597, outside of the per pupil funding, to cover the costs of School Resource Officers in every middle and high school, and a School Health Nurse in every elementary, middle, and high school in both school systems, in an effort to replace the Fair Funding model implemented in FY 2006-07, which provided equal funds of \$494,000

Education - continued

to both school systems outside of the per pupil funding to pay for costs associated with School Resource Officers and School Health Nurses. These services are provided through a contractual agreement with both school systems to provide these safety and health initiatives.

Recurring Capital

Recurring capital outlay funding supports Category I (facility improvements), Category II (equipment and furnishings), and Category III (vehicles and bus purchases) expenditures. The equal per pupil allocations required by law for current expense appropriations are not applicable to this category of local school funding.

Schools receive the equivalent of approximately 2 cents on the tax rate for recurring capital. This amount is distributed to each district based on its share of the total number of students. For fiscal year 2020-21, the recommended budget provides total funding for recurring capital at \$3.0 million. Of the total, recurring capital for the Chapel Hill-Carrboro City Schools equals \$1,799,700 and Orange County Schools' allocation is \$1,200,300. Instead of funding the recurring capital from pay-as-you-go funds, debt financing will be utilized in FY 2020-21, as it was in FY 2019-20.

Long-Range Capital and School Capital Projects

The County plans and programs long-range school capital funding through the County's Capital Investment Plan (CIP). Projects are funded by a combination of State and local bonds, non-bond financing and pay-as-you-go funding sources. The latter include dedicated half-cent sales tax revenues and property tax earmarked under the Board's Capital Funding Policy. The recommended budget for FY 2020-21 includes \$2,455,016 for Chapel Hill-Carrboro City Schools and \$1,637,359 for Orange County Schools, for a total of \$4,092,375 in FY 2020-21. Instead of funding the long-range capital from pay-as-you-go funds, debt financing will be utilized in FY 2020-21, as it was in FY 2019-20.

Deferred Maintenance Funds for School Capital Projects

The FY 2020-21 Manager Recommended Budget includes \$3,000,000 allocated by ADM towards deferred maintenance needs as addressed in both districts' assessment of older facilities in the following amounts: Chapel Hill-Carrboro City Schools' appropriation of \$1,799,700, and Orange County Schools appropriation of \$1,200,300.

Debt Service

These funds repay principal and interest due on School related debt, including general obligation bonds and private placement loans.

Durham Technical Community College (DTCC) – Orange County Campus

The Orange County Satellite Campus of Durham Technical Community College, located at the Waterstone Development located just south of Hillsborough off Highway 86, opened in May 2008.

As with local school districts, counties in North Carolina are responsible for supplementing state and federal appropriations to community colleges. For the most part, counties are responsible for day-to-day operating costs such as utilities, security and custodians. Counties are not responsible for teaching staff.

The FY 2020-21 Manager Recommended budget provides a total of \$1,031,890 to DTCC. This includes current expense funding of \$723,256, recurring capital of \$75,000 and debt service of \$233,634. DTCC's FY 2020-21 requested amount included \$200,000 for 200 scholarships for Orange County residents attending DTCC. The recommended budget includes funding the entirety of the requested \$200,000 through Article 46 Sales Tax proceeds instead of through Current Expense.



Chapel Hill – Carrboro City Schools Board of Education's Local County Appropriation Funding Request

For Fiscal Year 2020 – 2021

Table of Contents

Chapel Hill – Carrboro City Schools Board of Education	2
CHCCS School Board's Mission Statement	2
Chapel Hill – Carrboro City Schools Strategic Plan	3
Superintendent's Budget Message	5
Budget Activity for 2020 - 2021	7
Budget Background	7
<i>Student Data</i>	7
<i>Revenues</i>	7
Continuation Budget Requests	8
<i>Benefit Increases</i>	8
<i>Potential State Salary Increases</i>	8
<i>Orange County's Living Wage Rate</i>	9
<i>Operational Costs</i>	9
<i>Continuation Request Summary</i>	10
Expansion Budget Requests	10
<i>Cost for Additional Year of Project Advance</i>	11
<i>COVID-19 Re-Entry and Recovery</i>	11
<i>Class Size Reduction</i>	12
<i>Remove Supplement Cap on Certified Employees</i>	12
<i>Parental Leave and/or FMLA</i>	12
<i>2 Days Paid Salary for Inclement Weather</i>	13
<i>Expansion Summary</i>	13
Fund Balance	13
Summary FY 2020-21 Budget Request	13
Appendix	15
<i>Appendix A</i>	15
<i>Appendix B</i>	17
<i>Appendix C</i>	18
<i>Appendix D</i>	19

Chapel Hill – Carrboro City Schools Board of Education

The Board of Education is comprised of those community members elected to set policy and direction for the local school district. The Chapel Hill-Carrboro City Schools Board of Education includes seven members who serve four-year terms.

CHCCS School Board's Mission Statement:

To facilitate the CHCCS Mission by establishing and maintaining policies that are in the best interest of our students, communicating and engaging with key stakeholders, and hiring and collaborating with the district superintendent.

**Mary Ann Wolf,
Chair**

mawolf@chccs.k12.nc.us



**Amy Fowler,
Vice Chair**

afowler@chccs.k12.nc.us



Ashton Powell

apowell@chccs.k12.nc.us



Deon Temne

dtemne@chccs.k12.nc.us



Jillian LaSerna

jillian.laserna@chccs.k12.nc.us



Joal Broun

jbroun@chccs.k12.nc.us



Rani Dasi

rdasi@chccs.k12.nc.us



Chapel Hill – Carrboro City Schools Strategic Plan



Vision

The Chapel Hill-Carrboro City Schools exist to provide experiences that empower, engage, and inspire.

Empower: make one stronger and more confident

Inspire: create, innovate, explore, experiment

Engage: captivate, attract, involve

Mission

Our learning environments are intentionally designed to empower, inspire, and engage students.

Empower: collaborative, safe, challenging

Inspire: student-centered, multiple pathways

Engage: enriched future, lead to a fulfilling life

Strategic Plan Focus Areas



Student Success: This area addresses the academic, social, and emotional capacities of students. The Student Success goals assist students in exploring, defining, and solving complex problems, pursuing their unique interests, passions, and curiosities, and contributing to the community through dialogue service and leadership – all while supporting to the child's well-being.

Family & Community Engagement: Schools are successful when parents, educators and communities lock arms and work together for the benefit of students. Chapel Hill-Carrboro community stakeholders are crucial partners in student success, and, as such, are actively engaged in productive and equitable two-way communications.

Employee Experience: The greatest resource of any organization is its people. Employee experience refers to all people, processes, and systems related to an organization's employees. It includes the skills, knowledge and experience that represent an investment in people. CHCCS is committed to the growth, development and care of its employees.

Organizational Effectiveness: Education of children is the core mission of the school district. Ensuring all children's success is only possible if the organization is completely aligned and focused on student academic needs, behavioral support, and social and emotional growth. CHCCS is committed to improving our organizational effectiveness and culture to ensure all children succeed.

Superintendent's Budget Message

April 2020

We are currently experiencing unprecedented times in public education. The origins of this budget began in late 2019 under significantly different economic conditions. Now, the economic landscape has shifted underneath us. What we thought we could rely on is no longer, except for our unified commitment to quality education driven by our strategic plan as we work to empower, inspire, and engage our students.

In recent weeks, we have been *INSPIRED* as our community has embraced students and families in need by providing daily meals and donating money for additional food for families. Staff, including cafeteria workers, bus drivers, volunteers, custodians, nurses, and social workers, are working hard to ensure that this happens every day in a safe environment. Teachers are professionally transitioning from in-person instruction to at-home learning. Administrators are continually communicating plans to parents while easing their worries about the new educational paradigm facing us. Guidance counselors and support staff are helping our students feel connected to schools, reducing anxieties. We have indeed been inspired by each other as we have leaned on one another.

More than ever before, it is important to *ENGAGE* with our community to ensure that we have the funds to reopen schools effectively and provide supports to students who may need extra assistance to re-enter and excel throughout the 2020–2021 school year. We will need to retain our talented staff to help our students overcome any obstacles. We intend to do that by providing any State-legislated raises, paid parental leave for all staff, and two days of classified staff pay if any closings result from inclement weather. To retain experienced staff, we need to provide funding to remove the current certified supplement cap on those hired after July 2016, and re-affirm our commitment to compensate classified employees in compliance with the Orange County Living Wage. These employee benefits will help ensure that schools are fully staffed, and students have the available resources to continue their quality education. Additionally, to meet State-mandated class size changes and empower our young learners, we need to fund additional staff for grade levels kindergarten through third grade.

We need to *EMPOWER* our teachers to continue to grow the lessons learned from remote learning. Our funding needs to reflect our commitment to assisting students in the transition back to face-to-face instruction in a way that makes everyone feel safe and invited back into our buildings. Education had to shift, and it empowered our community to engage with our schools, and parents to become supplemental educators. These opportunities have emphasized the importance of family and community engagement in a way we could not have imagined.

The times ahead of us will certainly present challenges. We do not know what the economic outcome will be in the next month, two months, or even the coming years. Accomplishing the

goals identified in our strategic plan will only be possible if our entire community is focused on student academic needs and social and emotional growth through funding the requests of our schools.

CHCCS is unwavering in our commitment to ensuring success for EVERY child.

Pam Baldwin

A handwritten signature in black ink that reads "Pamela Baldwin".

Superintendent

Budget Activity for 2020 - 2021

October 2019	Provide instructions and budgetary assumptions for the development of the Superintendent's Proposed Budget.
November & December 2019, January 2020	Each division submits funding requests for the 2020-21 budget. Funding request review meetings with principals and each division directors.
January - February 2020	Superintendent and directors meet for work sessions to form requests to Board of Education
January 17, 2020	Meeting of both County School Boards
January 24, 2020	Budget requests due from schools and departments
January 29, 2020 & February 4, 2020	Schools present their requests to cabinet based on school data, identified needs, and schedules
February 25, 2020	Joint meeting with the Board of County Commissioners
March 6, 2020	Chapel Hill - Carrboro City Schools Board of Education work session and public hearing on the Superintendent's Recommended Local Operating Budget Request.
March 19, 2020	Board of Education Budget Public Hearing and Work Session
April 9, 2020	Chapel Hill - Carrboro City Schools Board of Education work session on the Superintendent's Recommended Local Operating Budget Request.
April 16, 2020	Chapel Hill - Carrboro City Schools Board of Education discussed Superintendent's Recommended Local Operating Budget Request, selecting an option presented
April 28, 2020	Chapel Hill - Carrboro City Schools Board of Education joint meeting with Board of Orange County Commissioners with Orange County Public Schools
May 12, 2020	Board of Orange County Commissioners Budget Public Hearing
May 14, 2020	Board of Orange County Commissioners Budget Work Session
May 21, 2020	Board of Orange County Commissioners Budget Work Session
May 28, 2020	Board of Orange County Commissioners Budget Work Session
June 4, 2020	Board of Orange County Commissioners Budget Public Hearing
June 9, 2020	Board of Orange County Commissioners Budget Work Session
June TBD	Board of Orange County Commissioners adopt the FY 20-21 Local Fund and Capital Fund budgets
July 2020	Board of Education approves Budget resolutions for all Fund codes

Budget Background

Student Data

We always begin our budget process by carefully considering our enrollment projections. State enrollment projections ultimately determine both State and local funding levels. For this request, the District is using an enrollment projection of 12,312 that was provided by the North Carolina Department of Public Instruction. The estimated enrollment is expected to increase by five students over the 2019-2020 levels.

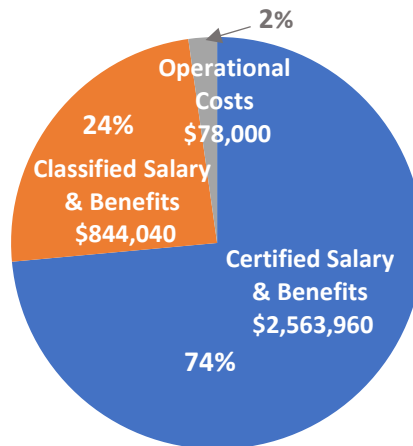
Revenues

We estimate additional revenue growth of \$225,000, consisting of \$75,000 in fines and forfeitures, as well as \$25,000 in projected increase to interest revenue, and an anticipated increase in our miscellaneous revenues of \$125,000.

Continuation Budget Requests

The Board of Education recommends the continuation budget to include anticipated State salary increases for teachers and other public-school employees, costs related to matching employer benefits, and operational costs. Due to the renovations at Chapel Hill High School, the square footage will increase; therefore, operational costs for 2020-2021 will increase. Due to the current economic climate and the expected downturn, some of these costs will remain like the increase in matching employer benefit costs, salary increase for Orange County's Living Wage Rate, and operational costs.

Total Continuation Requests



Benefit Increases

The Board of Education recommended budget includes amounts for anticipated State salary increases for teachers and other public-school employees, as well as increases to costs related to matching employer benefits, such as Social Security and Medicare, State retirement employer, and health insurance premiums.

There will be an increase in the employer State retirement matching from 19.70% to 21.44% (based on guidance from NCDPI). The 1.74% increase must be applied to all covered local operating fund employees; therefore, the incurred cost will be about \$905,000. Furthermore, there will be a 5.4% increase to the employer-paid health insurance premium, increasing it from \$6,306 to \$6,647. This will incur a cost of \$279,500 for all locally funded employees participating in the State Health Plan.

	Actual 2019-20	Estimated 2020-21	Rate Increase	Calculated Local Increase
Retirement	19.70%	21.44%	1.74%	\$905,000
Hospitalization	\$6,306	\$6,647	\$341	\$279,500

Potential State Salary Increases

We have collaborated with peers from surrounding districts to gain the best estimates of the budget drivers in this request. We anticipate a 5% increase in certified staff and a 2% increase in classified salaries. An increase in salary results in increased locally paid supplement costs. Due to the salary increases, the employer matching Social Security, Medicare, and retirement associated costs increases. The anticipated

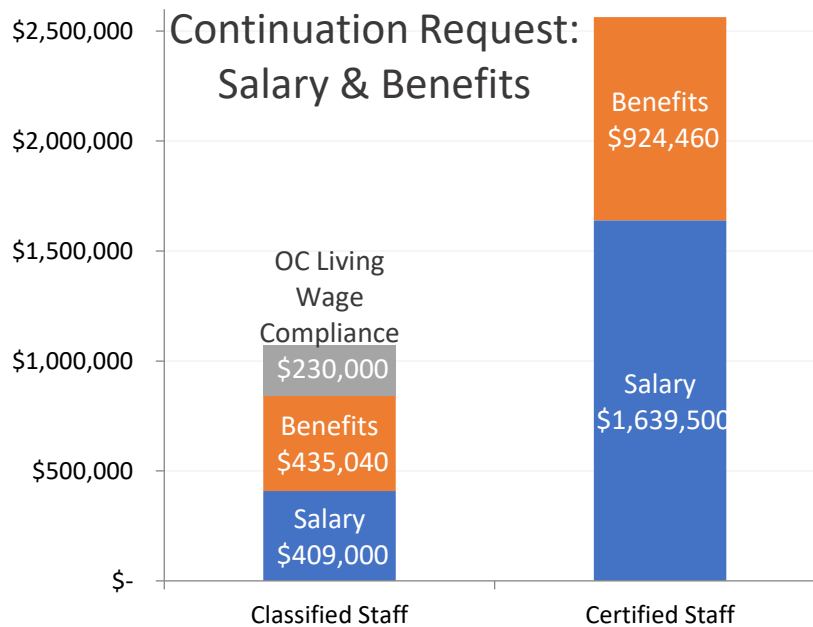
impact is provided in the table below.

	Certified Staff	Classified Staff	Total per Item
Projected State Increase	5%	2%	
Salary	1,072,500	343,000	1,415,500
Supplement	567,000	66,000	633,000
Social Security (7.65%)	119,000	56,000	175,000
Retirement (21.44%)	615,400	289,600	905,000
Health Insurance (\$6,647)	190,060	89,440	279,500
Projected State Salary and Benefit Increase	\$ 2,563,960	\$ 844,040	3,408,000

We realize any pay increases could be subject to change based on COVID-19 and the economic implications for the 2020-2021 school year.

Orange County's Living Wage Rate

Additionally, we have included \$230,000 to fund increases in salaries currently below Orange County's Living Wage Rate updated rate. This additional request will ensure all District employees will comply with the updated Orange County Living Wage Rate of \$14.90.



In total, between the salary increases, the resulting increases to matching employer benefit costs, and state-mandated increases in the retirement rate and health insurance premiums, and cost to move employees currently earning less than \$14.90 to the updated Orange County's Living Wage Rate, is estimated to be about \$3.638 million.

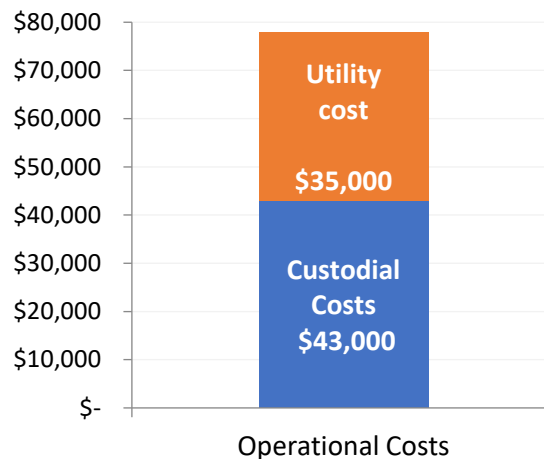
Operational Costs

The Board of Education recommended budget also includes costs for the additional square footage that will be added to Chapel Hill High School once the new building is operational. The additional square footage added will be 23,967 ft², for a total building space of 278,508 ft².

	Prior to Renovation	After Renovation	Increased Sq. Ft. and Costs
<i>Square Footage</i>	254,551	278,508	23,957
Utility Costs	364,008	398,266	35,000
Custodial Costs	450,555	492,959	43,000
Total Costs	814,563	891,225	78,000

Facility upkeep for the old CHHS buildings was approximately \$1.77/ft². We anticipate a similar cost for the new facility. Utility costs for CHHS average \$1.43/ft². We anticipate a similar utility cost for the new facility. The total increased operational costs incurred from the additional square footage equals \$78,000.

Continuation Request: Operational Costs



Continuation Request Summary

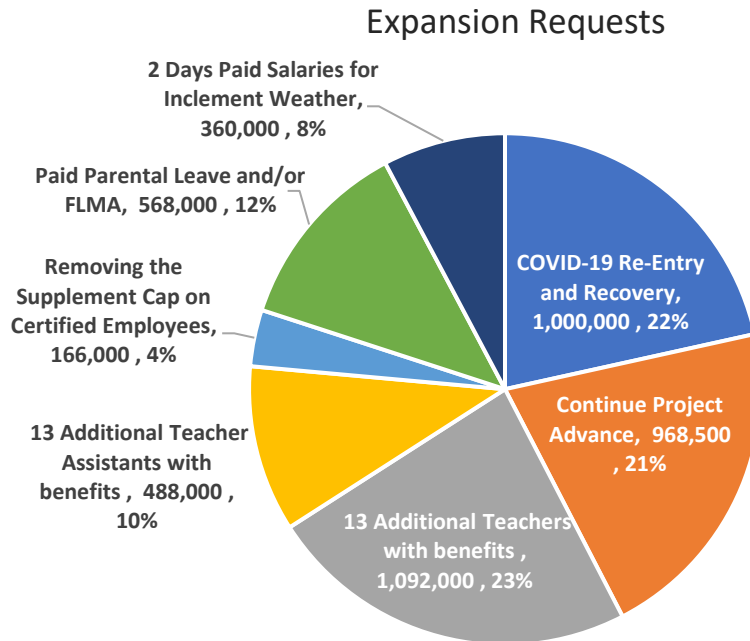
Continuation Requests	Projected Costs	Per Pupil Costs
Projected Salary Increases	\$ 2,048,500	\$ 166
Projected Benefit Increases	1,359,500	110
Orange County Living Wage	230,000	19
Chapel Hill High School	78,000	6

The continuation requirement is composed of anticipated increases in salaries, supplements, employer matching benefits, and health insurance premiums, that total \$3,638,000. Also, \$78,000 is needed for operational costs due to the increased square footage of the completed Chapel Hill High School construction coming online. Our continuation budget, which reflects the amount of additional funding necessary to continue current operations, is forecast in total at \$3,716,000, which is about \$302 per pupil.

Expansion Budget Requests

We received many budget requests from our program managers and schools. While these all represent legitimate identified needs, the administration prioritized the request in alignment with the strategic plan:

Student Success, Family and Community Engagement, Employee Experience, and Organizational Effectiveness.



Cost for Additional Year of Project Advance

(Strategic Plan Goals: Student Success and Employee Experience)

State grant funds have provided the funding for Project Advance since December 2016. The grant funds will not be available starting in the 2020-2021 school year. To hold employees harmless and continue to receive their incentive pay for attaining Project Advance LEARN and GROW levels, it will cost an additional estimated \$968,500 of local funds.

COVID-19 Re-Entry and Recovery

(Strategic Plan Goals: Student Success, Family & Community Engagement, and Organizational Effectiveness)

Although the timing of school reopening is still uncertain, our schools will return to normal operations at some point. Planning and funding for re-entry and recovery will be needed. Currently, the amount of funding is difficult to estimate. However, an allocation of \$1,000,000 is included to prepare our schools for the transition back to face-to-face instruction in a way that makes everyone feel safe and invited back into our buildings. The allocation of funds for re-entry will help to ensure that appropriate supports are available to students. Since this has been an unprecedented time, we do not know what supports our learners will need, but we need to be prepared for the additional cost.

Class Size Reduction

(Strategic Plan Goal: Student Success)

13 Additional Teacher with Benefits

The District has identified the need to hire thirteen teachers in the kindergarten to third-grade levels from local funds among the eleven elementary schools to reduce the class sizes and meet the requirements of House Bill 90.

On February 13, 2018, the North Carolina House General Assembly ratified House Bill 90 to phase in class size requirement for kindergarten through third grade. The House Bill refers to the current General Statute 115C-301 for allocation of teacher and class size, as shown in the chart below. Chapel Hill – Carrboro City Schools had been granted a waiver for the prior two years.

Year	Grade	District Average	Individual Maximum
2017-18	K-3	20	23
2018-19	K-3	20	23
2019-20	K-3	19	22
2020-21	K-3	18	21
2021-22	K	18	21
	1	16	19
	2-3	17	20

By using an average salary for the thirteen teacher positions paid from local funds and matching benefits, the estimated cost incurred will be about \$1,092,000.

13 Additional Teacher Assistants with Benefits

The District has identified the need to create an additional thirteen classes in the kindergarten to third-grade levels to meet the requirements of North Carolina House Bill 90. Chapel Hill – Carrboro City Schools has historically maintained a teacher assistant per classroom in the kindergarten to third-grade levels. It is recommended to hire an additional thirteen teacher assistants to serve with the new classes. By using an average teacher assistant salary and matching benefits cost, the estimated cost incurred will be about \$488,000.

Remove Supplement Cap on Certified Employees

(Strategic Plan Goal: Employee Experience)

Certified staff hired after July 1, 2016, who had several years of teaching experience, were no longer eligible to earn a higher supplement percentage, 20% or 25%. We have identified the employees who are part of that cohort of employees and determined that it would cost the District about \$166,000 in additional local funds to provide the higher supplement rate to those certified staff members.

Parental Leave and/or FMLA

(Strategic Plan Goal: Employee Experience)

Parental leave would provide multiple important benefits for our employees, their families, and children. Providing paid parental leave will assist the District in enhancing the employee experience. Parental leave supports parent-child bonding, improves children's outcomes, and may increase gender equity in the workplace. Historical data was used to determine an average of 75 employees annually were on FLMA for the birth of a child or adoption. We recommend providing parental leave supplemental income for up to

six weeks at 100% . This will help the District provide a competitive benefit to attract and retain our teaching staff. Using the historical data, the estimated cost incurred from this benefit would be \$568,000.

2 Days Paid Salary for Inclement Weather

(Strategic Plan Goal: Employee Experience)

In the last few years, the District has repeatedly encountered closings due to inclement weather such as hurricanes, snow, and flooding. This request would fund two full days of salaries for all 10-month employed staff (teachers, teacher assistants, child nutrition, and transportation) in the event of future closures. The cost incurred would be \$360,000.

Expansion Summary

Expansion Requests	Projected Costs	Per Pupil Costs
COVID-19 Re-Entry and Recovery	1,000,000	\$ 81
Continue Project Advance	968,500	79
13 Additional Teachers with benefits	1,092,000	89
13 Additional Teacher Assistants with benefits	488,000	40
Removing the Supplement Cap on Certified Employees	166,000	13
Paid Parental Leave and/or FLMA	568,000	46
2 Days Paid Salaries for Inclement Weather	360,000	29

The total of these Expansion Request items is \$4,642,500, which is about \$377 per pupil. Through our work with strategic plan alignment, along with a focus on providing some flexibility in resource allocation, we feel we can further maximize the District's resources in more targeted efforts. This will allow for each school to meet their unique needs and align with their school improvement plans. Supporting our student's needs, and fostering an improved employee experience through additional benefits, the CHCCS Board of Education respectively ask the county for funding related to the above expansion items.

Fund Balance

We currently estimate our fiscal year end unassigned fund balance at \$12.1 million. This is approximately \$7.9 million above our minimum target of 5.5% or \$4.2 million. The District historically has assigned \$1 million to balance the current local operating budget. Over the past few years, that amount has varied as the Board and District has appropriated funds for capital projects as well as dealing with compression in the classified salary schedules. We recommend appropriating \$1,968,500.

Summary FY 2020-21 Budget Request

The District's funding desire is to help sustain our upward trends in student performance by continuing to empower, inspire, and engage EVERY student and staff members through our instructional programs, and services.

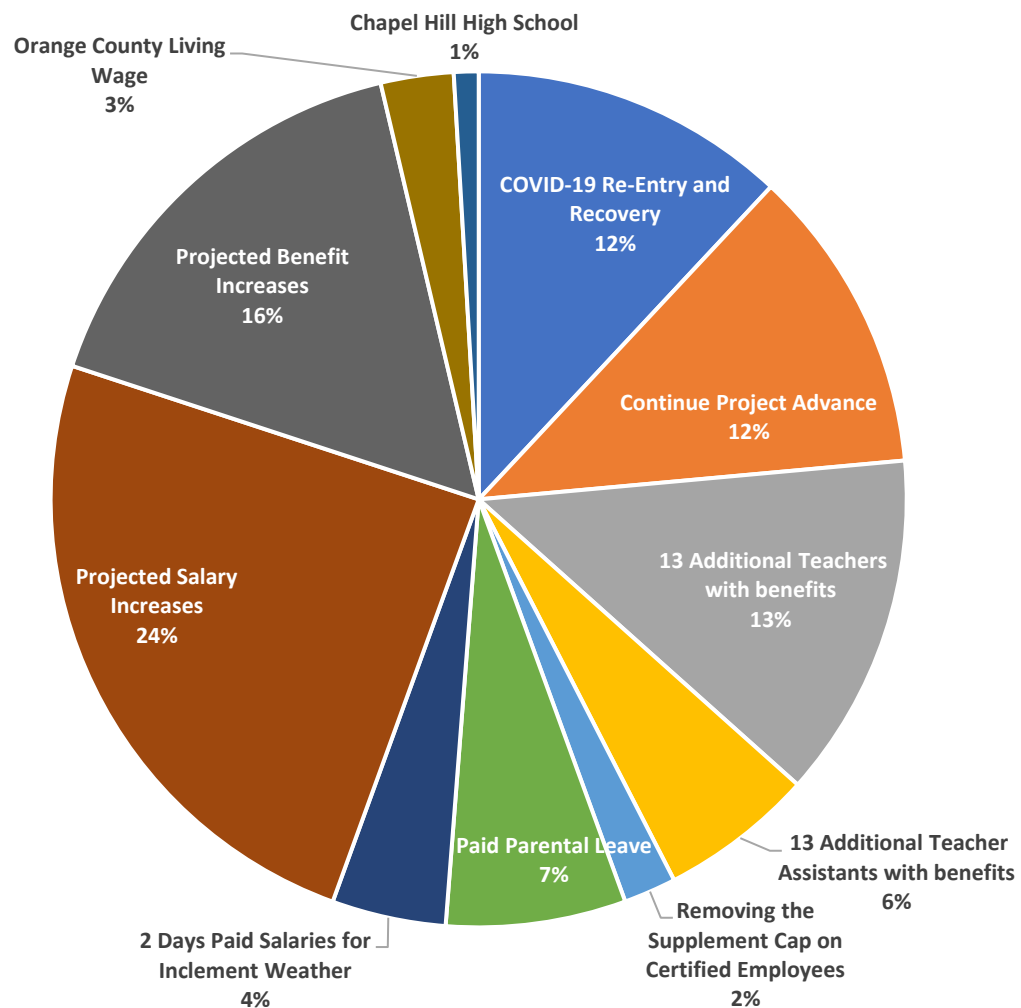
Board of Education Requests for 2020-2021	
Continuation/Operational Requests	3,716,000
Expansion Requests	4,642,500

The total Local Operating Budget increase of \$8,358,500 would help us significantly to continue our vital work through sustaining operations with continuation funds of \$3,716,000 and to continue pushing for

growth with expansion funds of \$4,642,500. This would ensure we can keep our programs and schools moving forward.

Our estimates for other revenue changes indicate a revenue increase of \$225,000 for next year. After accounting for these revenue increases and a \$1,968,500 fund balance appropriation, the total continuation and expansion budget request is \$6,165,000 or 5.37 cents on the tax rate. This would correlate to an increase of about \$501 per pupil, based on NCDPI's estimated enrollment level for 2020-2021.

Total Board of Education Budget Requests



Appendix

Appendix A

BOARD OF EDUCATION'S LOCAL FUND CURRENT OPERATING BUDGET REQUEST For the Budget Year 2020 - 2021

	Total Projected Cost	Per Pupil Cost
<u>STUDENT ENROLLMENT PROJECTIONS:</u>		
2020-21 NCDPI Planning Student Enrollment Projection:		12,312
<u>LOCAL CURRENT OPERATIONS CONTINUATION</u>		
Salary and Benefit Costs:		
Estimated Increase to Salary and Supplement Costs		
State Salary Increase for Certified Staff (5%)	\$ 1,072,500	\$ 87.11
State Salary Increase for Classified Staff (2%)	343,000	27.86
OC Living Wage Compliance and Classified Compression	230,000	18.68
Estimated Supplement Increase for Certified Staff (5%)	567,000	46.05
Estimated Supplement Increase for Classified Staff (2%)	66,000	5.36
Total Estimated Increase to Salary and Supplement Costs	2,278,500	185.06
Estimated Increase to Employer Matching Benefit Costs		
Matching Social Security and Medicare (7.65%)	175,000	14.21
Matching State Retirement (21.44%) (Fixed)	905,000	73.51
Premium Increase in Health Insurance Cost from \$6,306 to \$6,647 (Fixed)	279,500	22.70
Total Estimated Increase to Employer Matching Benefit Costs	1,359,500	110.42
Total Estimated Increase to Salaries and Benefits	3,638,000	295.48
Operational Costs:		
Additional Operational Costs for Chapel Hill High School		
Upkeep cost (\$1.77/square foot)	43,000	3.49
Utility cost (\$1.43/square foot)	35,000	2.84
Total Increased Cost of Additional Square Footage	78,000	6.34
Total Continuation Budget Costs	\$ 3,716,000	\$ 301.82

Appendix A

BOARD OF EDUCATION'S LOCAL FUND CURRENT OPERATING BUDGET REQUEST For the Budget Year 2020 - 2021

LOCAL PRIORITY EXPANSION REQUESTS

Class Size Reduction:		
13 Additional Teachers with benefits	\$ 1,092,000	\$ 88.69
13 Additional Teacher Assistants with benefits	488,000	39.64
Removing the Supplement Cap on Certified Employees	166,000	13.48
Paid Parental Leave	568,000	46.13
2 Days Paid Salaries for Inclement Weather	360,000	29.24
Cost of Continuing Project Advance for the 2020-2021 Budget Year	968,500	78.66
Cost Associated with COVID-19 Re-entry and Recovery	1,000,000	81.22
Total Expansion Budget Costs	4,642,500	377.07
Grand Total of Continuation and Expansion Costs	8,358,500	678.89

PROJECTED INCREASE LOCAL FUND REVENUE

Net Change in all other Local Revenues	225,000	18.27
Total Projected Increase in Local Fund Revenue	225,000	18.27
Deficit in Local Current Operating Budget Request	8,133,500	660.62
Local Fund Balance Appropriated	1,968,500	159.88
TOTAL DISTRICT APPROPRIATION REQUEST	\$ 6,165,000	\$ 500.73

ADDITIONAL BUDGETARY CONSIDERATIONS:

Fund Balance Appropriated:

Continuing Project Advance for the 2020-2021 Budget Year	\$ 968,500
Cost Associated with COVID-19 Re-entry	1,000,000
	<u>\$ 1,968,500</u>

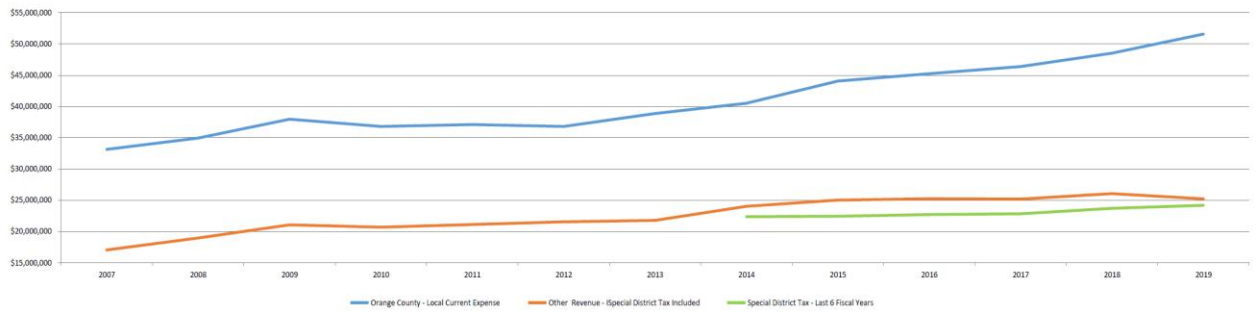
The ad valorem tax rate for 2020-21 is estimated to generate \$1,915,000 per \$.01 increase. The District receives
 * approximately 60% of the revenue increase or \$1,149,000.
 A 5.37 cents tax rate would be required to fund the \$6,165,000 shortfall.

The special district tax rate for 2020-21 is estimated to generate \$1,215,021 per \$.01 increase.
 ** The special district tax would need to increase by \$.0507 cents
 to a new rate of \$.2525 to fully fund the revenue shortfall.

Appendix B

Chapel Hill - Carrboro City Schools
County Appropriated Operating Funds
Local Current Expense Fund - Revenue History Preceding 12 Fiscal Years
June 30, 2019

	Audited 6/30/2007	Audited 6/30/2008	Audited 6/30/2009	Audited 6/30/2010	Audited 6/30/2011	Audited 6/30/2012	Audited 6/30/2013	Audited 6/30/2014	Audited 6/30/2015	Audited 6/30/2016	Audited 6/30/2017	Audited 6/30/2018	Audited 6/30/2019
Local Revenues:													
State of North Carolina	\$ 317,634	(1) \$ 320,285	(1) \$ 457,734	(1) \$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Orange County - LCE	33,121,357	34,935,883	37,950,049	36,797,696	37,088,720	36,799,808	38,862,205	40,513,098	44,066,106	45,253,137	46,388,977	48,530,521	51,591,855
Orange County - Other	-	-	-	-	-	-	-	-	494,000	494,000	1,970,144	2,011,070	-
U.S. Government	1,263,889	(1) 1,130,225	(1) 1,387,946	(1) -	-	-	-	-	-	(2) -	(2) -	(2) -	-
Other	17,012,614	18,930,619	21,032,289	20,657,029	21,080,544	21,509,765	21,740,438	24,001,541	25,007,377	25,208,088	25,160,625	26,034,309	25,187,072 (3)
Total Local Revenues:	\$ 51,714,494	\$ 55,307,012	\$ 60,828,018	\$ 57,454,725	\$ 58,169,264	\$ 58,309,573	\$ 60,602,643	\$ 64,514,639	\$ 69,567,483	\$ 70,955,225	\$ 73,519,746	\$ 76,575,900	\$ 76,778,927



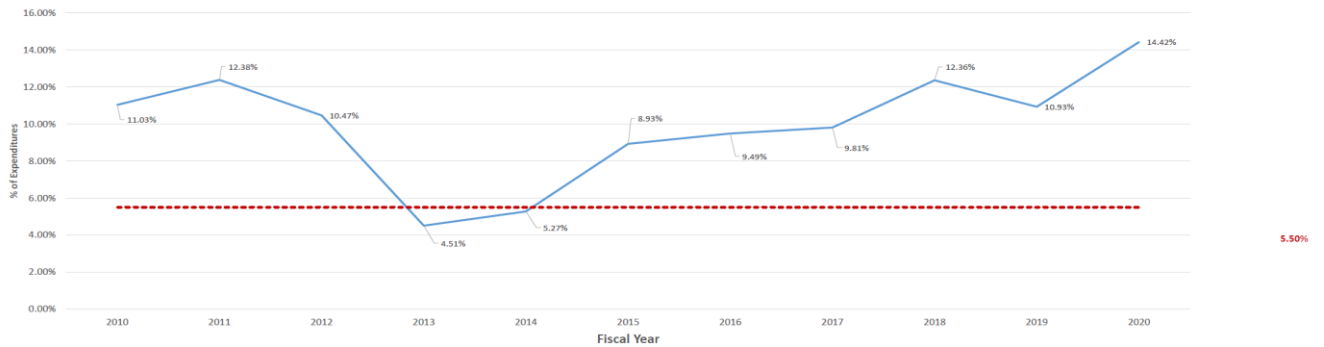
- (1) State of North Carolina and U.S. Government Revenues reflect Head Start and Smart Start Funding that was transferred to Fund 8 in FYE 6/30/2010.
- (2) Orange County - Other O.C. Revenues reflect Fair Funding in FYE 6/30/2016 and 6/30/2017, additional Health and Safety Funding in FYE 6/30/17 and 6/30/18. This funding was transferred to Fund 8 in FYE 6/30/19 in order to more accurately report revenues.
- (3) A reduction of \$847,237 is noted for FYE 6/30/2019. This is due to miscellaneous revenues being transferred to Fund 8. This amount is primarily made up of Tuition, Fees, and Medicaid Reimbursements.
- * Disaggregated Special District Tax data was presented for the last 6 fiscal year. Further history will require additional resources not readily available digitally.

FYE	Special District Tax Total	% Increase
6/30/2014	22,332,157	-
6/30/2015	22,496,606	0.33%
6/30/2016	22,681,604	1.23%
6/30/2017	22,802,452	0.53%
6/30/2018	23,069,196	3.80%
6/30/2019	24,180,483	2.08%
Budget - 6/30/2020	24,267,972	0.44%

Appendix C

County Appropriated Operating Funds
Fund Balance History - Preceding 10 Fiscal Years
June 30, 2020

	Audited 6/30/2010	Audited 6/30/2011	Audited 6/30/2012	Audited 6/30/2013	Audited 6/30/2014	Audited 6/30/2015	Audited 6/30/2016	Audited 6/30/2017	Audited 6/30/2018	Audited 6/30/2019	Projected 6/30/2020
Total Revenues	\$ 57,454,725	\$ 58,169,264	\$ 58,309,573	\$ 60,602,643	\$ 64,514,639	\$ 69,567,483	\$ 70,955,225	\$ 73,519,746	\$ 76,575,900	\$ 76,778,927	\$ 78,500,000
Total Expenditures	54,794,366	53,928,680	58,517,687	63,049,375	65,603,438	66,626,559	69,094,110	73,220,459	74,744,565	75,755,983	77,000,000
Revenues Over (Under) Expenditures	2,660,359	4,240,584	(208,114)	(2,446,732)	(1,088,799)	2,940,924	1,861,115	299,287	1,831,335	1,022,944	1,500,000
Less Operating Transfers	(1,168,427)	(558,455)	(795,739)	(637,670)	34,557	9,183	(858,830)	(985,162)	(4,242)	(4,368)	-
Fund Balance, Beginning of Year	6,678,245	8,170,177	11,852,316	10,848,463	7,764,061	6,709,806	9,659,913	10,662,198	9,976,323	11,803,416	12,821,992
Fund Balance, End of Year	\$ 8,170,177	\$ 11,852,306	\$ 10,848,463	\$ 7,764,061	\$ 6,709,819	\$ 9,659,913	\$ 10,662,198	\$ 9,976,323	\$ 11,803,416	\$ 12,821,992	\$ 14,321,992
Fund Balance Reserved	1,034,519	1,523,958	1,501,642	1,699,786	2,251,476	1,844,672	1,959,244	1,795,736	1,125,306	1,041,973	1,250,000
Fund Balance Assigned	1,090,000	3,652,913	3,222,913	3,222,913	1,000,000	1,868,000	2,148,000	1,000,000	1,000,000	3,100,000	1,968,500
Unassigned Fund Balance	6,045,658	6,675,445	6,123,908	2,841,362	3,458,330	5,947,241	6,554,954	7,180,587	9,236,779	8,281,224	11,103,492
Unassigned Fund Balance % of Expenditures	11.03%	12.38%	10.47%	4.51%	5.27%	8.93%	9.49%	9.81%	12.36%	10.93%	14.42% (1)
Unassigned F/B - Target 5.5% of Expenditures	3,013,690	2,966,077	3,218,473	3,467,716	3,608,189	3,664,461	3,800,176	4,027,125	4,110,951	4,166,579	4,235,000



(1) Amount reflects anticipated revenues over expenditures in the amount of \$1.5 million. The percentage of Unassigned Fund Balance is based on an appropriation of \$1,968,500 in Fund Balance in the 2020-2021 Budget.

Appendix D

CHAPEL HILL - CARRBORO CITY SCHOOLS CAPITAL INVESTMENTS PLAN 2020 - 2030

page 1 of 2

EXPENDITURES

PROJECT TITLE (County Project Number)	Year 1 2020-21	Year 2 2021-22	Year 3 2022-23	Year 4 2023-24	Year 5 2024-25	Five Year Total	Years 6 to 10 2024-29
ADA Requirements (54000)	45,000	50,000	50,000	50,000	60,000	255,000	250,000
Abatement Projects (54001)							
District Abatement Projects	50,000	75,000	75,000	75,000	100,000	375,000	375,000
Phillips: Complete Remove of Asbestos Floor Tile	175,000					175,000	
Athletic Facilities (54002)							
CHHS: Tennis Courts Lights/Field Improvements	205,000		100,000			305,000	
Carrboro HS: Field Improvements					100,000	100,000	
ECHHS: Field Improvements	106,923					106,923	
SmithMS: playfield						-	-
Classroom/Building Improvements (53025)							795,084
Phillips: 4 Science Classrooms Casework					350,000	350,000	
Phillips/Ephesus: Correct water infiltration	105,000					105,000	
FPG: new playground						-	
Playground Equ.: Seawell, Carrboro, Estes Hills, Ephesus	100,000	175,000		175,000	175,000	625,000	
Mobile Classrooms: Seawell/LinCtr - repairs	50,000					50,000	
Doors/Hardware/Canopies (53023)							
District Hardware and Door Replacements	100,000	100,000	100,000	100,000		400,000	375,000
Seawell: Expand canopies						-	120,000
FPG: Canopy at Kiss n Go and Bus Circle					120,000	120,000	
Ephesus: Canopy at Kiss and Go				150,000		150,000	
Electrical Systems (53026)							
All Schools: Electrical Installations	120,000	150,000	150,000	150,000	150,000	720,000	650,000
Energy Efficiency Improvemnets (54003)							
Ephesus/Seawell: Replace pneumatic controls		200,000				200,000	
McDComplex: continue conversion from pneumatic						-	
ECHHS: Replace Pneumatic-convert to Digital Controls			200,000	250,000	228,684	678,684	
Fire/Safety/Security Systems (54004)							
Security Systems: Camera Upgrades/Expansions/ Signage	150,000	200,000	200,000	200,000	200,000	950,000	500,000
Signage Program: FPG, Estes Hills, Phillips	35,000	35,000				70,000	
FPG Intercom System			100,000			100,000	
Cellular Lines for Fire Safety Systems						-	125,000
Indoor Air Quality Improvements (54005)							
District IAQ Projects	70,000	100,000	100,000	100,000	80	370,080	250,000
Rental Space (54019)	145,000	145,000	148,000	150,000	152,000	740,000	800,000
Paving/Parking Lots/Driveways/Walkways (54008)							
McD Mdl: bus driveway and parking lot paving			50,000			50,000	
ECHHS: bus driveway and parking lot paving					75,000	75,000	
CHHS/SMS: bus driveways and rear parking lots	200,000					200,000	
Roofing/Building Waterproofing Projects (54012)							
Smith: ice guards						-	
Smith: Roof project (at 20 years) estimate		599,848	1,071,419			1,671,267	750,000
Scroggs/Phillips: brick pointing/envelope seal	75,000					75,000	
Rashkis: Roof replacement (20 years)							2,250,000
ECHHS: Roof project (at 25 years)						-	2,225,000
CarrboroHS: roof replacement (20 years) RESERVE				1,003,446	300,000	1,303,446	3,125,000
Storm Water Management (54020)							200,000
Restorations/certifications	50,000	50,000	60,000	60,000	75,000	295,000	

Appendix D

CHAPEL HILL - CARRBORO CITY SCHOOLS CAPITAL INVESTMENTS PLAN 2020-30

page 2 of 2

PROJECT TITLE	Year 1 2020-21	Year 2 2021-22	Year 3 2022-23	Year 4 2023-24	Year 5 2024-25	Five Year Total	Years 6 to 10 2024-29
Mechanical Systems (54006)							
FP Graham: replace cooling tower	150,000					150,000	
McDougle Mdl: HVAC Systems						-	
Estes Hills: replace sewer pump system	400,000					400,000	
Rashkis: Chiller replacement						-	626,727
ECHHS: Chiller 2 Replacement					300,000	300,000	
EstesHills/Ephesus: boiler replacements							
Sustainability Investment (54021)			50,000	50,000	50,000	150,000	232,512
-Phillips: Lighting conversions to LED/Energy Mgt Systems	50,000					50,000	
-CarrboroElm/EstesHills: conversions to LED		100,000				100,000	
Information Technology - IT (54013)	1,524,007	1,307,109	837,074	824,761	950,000	5,442,951	6,000,000
Article 46 Sales Tax - Funded Projects							
-Technology: Student Access Computing Devices2	1,168,270	1,281,797	617,219	642,000	640,000	4,349,286	3,476,782
-Improvements at Older Schools:							3,476,782
-Culbreth: Heat Pumps Replacement			180,055			180,055	
-ECHHS: replace pneumatic controls/EMS Controls			250,000	250,000	200,000	700,000	
-Phillips: Gymnasium HVAC unit replacement (\$291,258) ³						-	
-Glenwood: HVAC Energy Management Controls (\$54,662) ³				150,000		150,000	
-Ephesus: HVAC Controls (\$100,000) ³						-	
-EstesHills: replace gym HVAC system (\$375,000) ³						-	
-TransprotationCenter: HVAC replace gas pack units (\$75,000) ³						-	
-Phillips: Auditorium/Band Room HVAC/Heat Pumps (\$290,000) ³			178,794	389,110	648,355	1,216,259	
-ECHHS: Cooling Tower			150,000			150,000	
						-	
TOTAL CIP EXPENDITURES	5,074,200	4,568,754	4,667,561	4,769,317	4,874,119	23,953,951	26,602,887

CAPITAL FUNDING SOURCES							
	Year 1 2020-21	Year 2 2021-22	Year 3 2022-23	Year 4 2023-24	Year 5 2024-25	Five Year Total	Years 6 to 10 2024-29
Long Range - Debt Financing (2% per year)	2,461,154	2,510,377	2,560,585	2,611,796	2,664,032	12,807,944	14,645,989
Lottery Funds - Budgeted (ADM based set by the state)	843,376	843,376	843,376	843,376	843,376	4,216,880	4,258,250
						-	
Facility Improvements - 5 Year Funding	601,400	-	-	-	-	601,400	-
Article 46 Sales Tax - 1/4 Cent (4% per year) 2	1,168,270	1,215,001	1,263,601	1,314,145	1,366,711	6,327,727	7,698,648
						-	
TOTAL CIP FUNDING	5,074,200	4,568,754	4,667,561	4,769,317	4,874,119	23,953,951	26,602,887

2016 SCHOOL BOND - \$72,108,000	2020-21	2021-22	2022-23	2023-24	2024-25	Five Year Total
PROJECTS:						
Prior funding from the BOCC given for the CHHS project						750,000
Chapel Hill High School Renovation Project ¹		1,922,000				68,800,000
Lincoln Center Campus						1,558,000

1: CHCCS Bond funding scheduled in the Capital Investment Plan for FY 2021-22 will be \$1,922,000. This reduction includes the \$750,000 in Preliminary Planning Funds that were provided CHCCS in FY 2015-16 for prepayment by the BOCC.

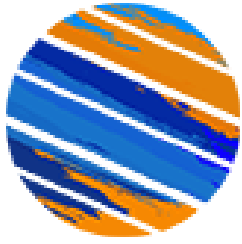
2. Due to the current COVID-19 pandemic and its projected impact on the economy, the County has revised our Article 46 Sales Tax #'s for the Capital Investment Plan (CIP) for FY 2020-21. This will result in a 4.5% decrease in Article 46 Sales Tax in FY 2020-21 from what was originally budgeted in FY 2019-20, and then anticipated go back to our normal 4% annual growth for Year 2-5 and Years 6-10.

3. Projects not included in the CIP update will be completed utilizing funding from the Supplemental Deferred Maintenance Program.



Orange County Schools

Board of Education, FY 2021
Approved Budget



Orange County Schools FY 2021 Local Budget Request

Table of Contents

01 OCS Board of Education

02 OCS Strategic Plan

03 Message from the Superintendent

05 Budget Narrative

14 OCS Local Funding Request

15 OCS Approved Capital Improvement Plan

Board of Education

The Orange County Board of Education is the local governing board of the Orange County Schools system. The Orange County Board of Education consists of a seven member board, elected to serve four-year, staggered terms.

One of the primary functions of the board is to set policy for the district. The district's policies are then implemented by the Superintendent and the administrative staff. In addition to setting policy for the district, the Board is responsible for adopting and presenting a proposed budget each year. The proposed budget is submitted to the Orange County Board of Commissioners. The budget includes the request for local funding, and it includes plans for the expenditure of state and federal funds. The Orange County Board of Education does not have taxing authority.



Will Atherton
Chair
will.atherton@orange.k12.nc.us



Tony McKnight
Vice-Chair
mcknightforschools@yahoo.com



Dr. Stephen Halkiotis
shhalkiotis@aol.com



Hillary MacKenzie
hillary.mackenzie@orange.k12.nc.us



Matthew Roberts
matthew.roberts@orange.k12.nc.us



Sarah Smylie
sarah.smylie@orange.k12.nc.us



Brenda Stephens
brenda.stephens@orange.k12.nc.us

Board's Strategic Plan

Our Vision

We will provide a public school system that prepares all students to be creative, constructive thinkers who become healthy, productive and responsible members of our community and the world.

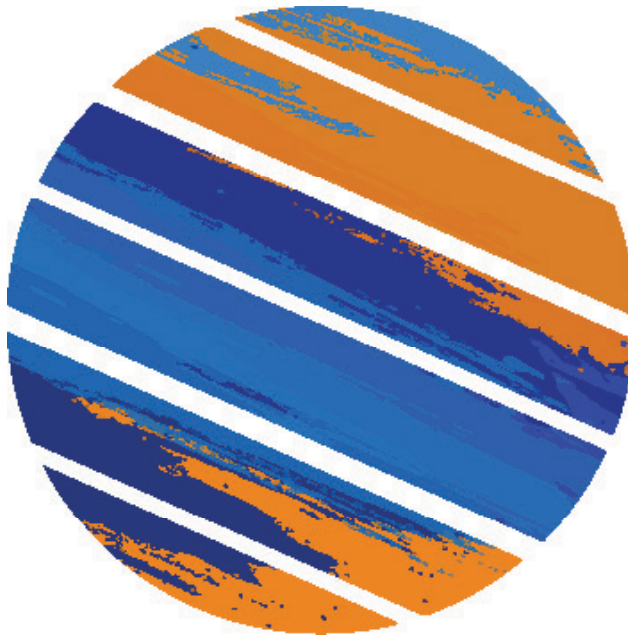
Our Mission

We will provide learning opportunities that develop resourceful citizens prepared to engage in an ever changing and diverse world.

Strategic Plan

Orange County Schools will be the First Choice For Families...

1. through the provision of engaging learning opportunities for all students to prepare them for citizenship, higher education, and careers.
2. through consistent and effective engagement with our diverse community.
3. through retaining, recruiting and developing a diverse professional team accountable for the learning opportunities for all students.
4. through the provision of safe and sustainable operations for all students.
5. through the accountable, equitable and transparent management of human and financial resources.





Orange County Schools

200 East King Street, Hillsborough, NC 27278

Phone: 919-732-8126 | Fax: 919-732-8120

monique.felder@orange.k12.nc.us

www.orangecountyfirst.com

Dr. Monique Felder, Superintendent

April 22, 2020

As planning and preparation begins for the 2020/2021 academic year, Orange County Schools finds itself facing an unprecedented health crisis in our nation and in our State. As a result, schools districts closed Monday, March 16 and will remain closed until at least May 15, 2020 unless further instruction is issued from Governor Cooper.

The typical instructional day that so many students found comfort and safety in, no longer exists in this pandemic environment. Families are experiencing uncertainty and fear as they can no longer provide for their families without risking their own health. Students and staff have been forced into a remote learning environment with little to no time to transition and prepare.

As a result, every school district in the state had to pivot and rapidly develop means to support student learning in a different environment. Orange County Schools is committed to providing remote learning for students through various means. In Phases 1 and 2 of our remote learning plan we established a Remote Learning Team consisting of teachers from every school, support staff, principals and central office staff. They developed Choice Boards, Pre-K – Grade 12, that offer activities that enrich and extend learning. Choice Boards also focus on reviewing and practicing skills and concepts taught previously and are available electronically or in hard copy form through a variety of means including through a number of pick up sites and US mail, which the first mail out cost the district over three thousand dollars. Teachers established “office hours” to remain connected to students and families to further support student learning and meet their social-emotional needs. The district also rolled out a Remote Learning Website for accessing Choice Boards and many other online learning resources. Phase 3 of our remote learning plan will continue to include all of the learning options available in Phases 1 and 2 as well as new asynchronous learning opportunities reflecting the end of 3rd quarter and 4th quarter critical standards students will need to be successful in their next grade level or course. While the final cost for addressing the learning, social-emotional, and operational needs in the district as a result of COVID-19 is still unknown, we anticipate that it will be very costly.

Budget uncertainties that we face every year are anticipated to pale in comparison to the fiscal year ahead. We realize that the State and County may very well experience shortfalls as a result of the Stay at Home Order. However, as ambassadors of Orange County students, we remain committed to the well-being and future of every student that we serve. Therefore, after thoughtful and careful deliberations among our staff and Board, we bring the following budget request to you for consideration:

\$36,701,002 Continuation budget that incorporates the following:

- Universal breakfast in every elementary school
- Anticipated State mandated salary increases:
 - Five percent certified staff
 - Two percent all other staff

continued

- Employer retirement contribution increased to 21.44% per eligible employee
- Employer hospitalization contribution increased to \$6,647 annually per participating employee
- Continued focus on identifying and eliminating inequities in access to opportunity and academic barriers for our students.

\$1,414,100 Expansion budget that incorporates the following:

- COVID-19 student education support
- Two inclement weather days for classified staff
- Reinstatement of remaining teacher assistant workday's
- Two additional school counselors
- Two Academically/Intellectually Gifted teachers ensuring every elementary school has access
- Pre-K dual Language program
- One district translator to support our Spanish speaking students and families
- A Social and Emotional Learning Coordinator
- A Director of Literacy
- Two Equity facilitators
- Four Maintenance Technicians

We believe the budget presented for your consideration aligns with the Orange County Schools Strategic Plan and our committed focus of ensuring every student is successful and college and career ready. We look forward to the year ahead and getting our students and staff transitioned back to the normal instructional environment.

Sincerely,

Dr. Monique Felder



OCS Board of Education Approved 2020-2021 Local Operating Budget Request

As we begin looking forward to the 2020-2021 school year, we would be remiss to not take the opportunity to spend some time looking back on the wonderful things that have occurred during the 2019 -2020 school year.

Orange County Commissioners approved a \$4,352.25 per student funding for 8,134 Orange County School students which represented a total funding appropriation of \$35,401,202. This equated to a \$187.25 per student increase in funding over the 2018-2019 school year.

As a result, Orange County Schools received funding to support initiatives such as:

- Universal Breakfast in every elementary school which allows every elementary student to receive a breakfast free of charge every day school is in session. Grab and go options are also provided to students that may not chose to receive a hot breakfast.
- State mandated Benefit and Salary increases for employees. A \$150 per employee increase was realized in hospital insurance premiums as well as more than a 1.0% increase in the employer portion of retirement benefits.
- Equity professional development throughout the district to allow for continued work in raising awareness of equity issues that may prevent students from feeling welcomed and heard.

Commissioners recognized and supported the Equity initiative presented by both Orange County Schools and Chapel-Hill Carrboro City Schools by allocating one time funding of \$260,000 towards Foundational Equity Training for both districts.

Beginning in October, a District Equity Leadership Team (DELT) was formed to examine district policies, practices, programs, structures, climate and culture to identify barriers to equity and excellence. Soon thereafter, the Leadership for Racial Equity Development (LEADS) trainings were conducted. These trainings focused on deepening understanding of institutionalized racism and its impact on student learning, as well as providing support for leading systemic equity transformation initiatives in the district and schools. Throughout this time, additional staff equity training was also occurring. Examples include; Racial Equity Institute (REI) Groundwater training, Culturally Responsive Customer Service, and Equitable, Culturally Responsive and Relevant Learning Environments.

Identifying and eliminating inequities in access to opportunity and academic barriers remains a priority as we begin looking ahead to the 2020-2021 school year.

As planning began for the 2020-2021 academic year, little did we know the crisis that was ahead for not only North Carolina but the Nation.

As a result of COVID-19, Governor Cooper closed schools beginning March 16, 2020 through May 15, 2020 to prevent the spread of this deadly virus.

The school year is winding down in unprecedented circumstances with a shift in the typical instructional day. The district has rapidly pivoted to provide support and learning to our students remotely. We are hopeful that our students will be roaming the halls of our school buildings on May 18, 2020 but continue to prepare should circumstances warrant an extension of the Governor's Stay at Home Order.

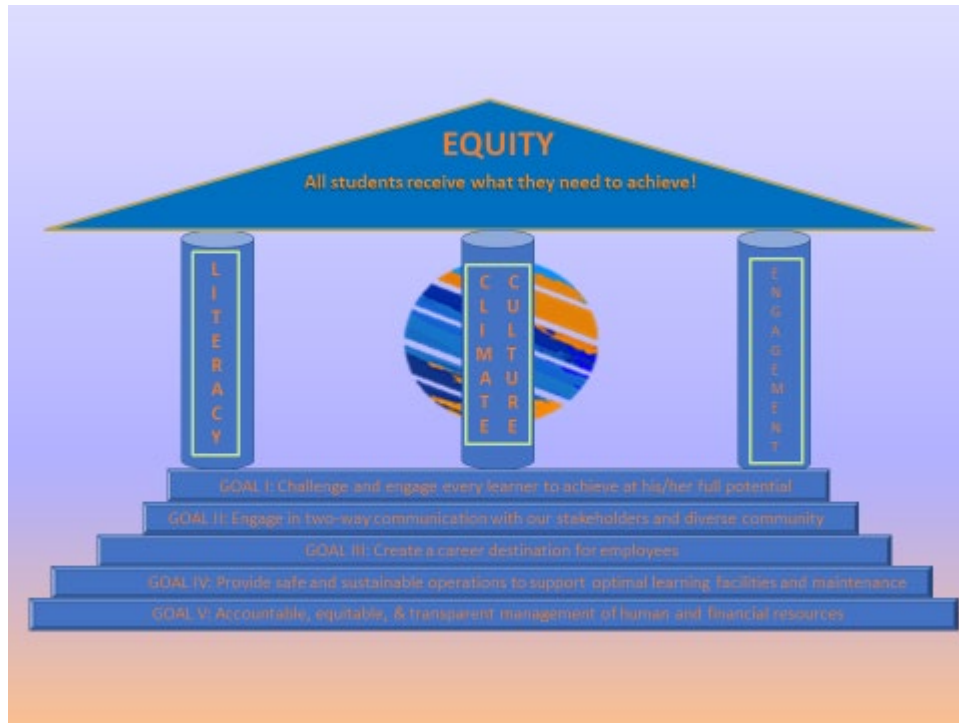


OCS Board of Education

Approved 2020-2021 Local Operating Budget Request

We remain committed to the continuous improvement and success of every student Orange County Schools is privileged to serve, as we set our sights to the 2020-2021 school year.

OUR FOCUS



As quantitative and qualitative data have been reviewed, it has become apparent that certain areas require more focus to impact student achievement. The data is reflecting that focus is needed in three areas:

1. Literacy
2. Climate and Culture
3. Stakeholder Engagement

Focusing on each area through the lens of Equity. Equity and data will continue to drive the work so that every Orange County student receives what they need to succeed. The driving vehicle will be the goals outlined in the Orange County Schools strategic plan.

1. Challenge and engage every learner to achieve at his/her full potential
2. Engage in two-way communication with our stakeholders and diverse community
3. Create a career destination for employees
4. Provide safe and sustainable operations to support optimal learning facilities and maintenance
5. Accountable, equitable and transparent management of human and financial resources

FOCI I - LITERACY:

Literacy is a civil right. It is the ability to read, write, listen, speak and think critically across all disciplines. It should not be viewed as a subject that is taught, rather a civil right we must provide. For our students to be able to engage effectively in the society they live in, we must ensure that they are literate. Literacy is a gateway to opportunity but unfortunately can be a gatekeeper. Research indicates that there is a high cost to low literacy. The Annie E. Casey Foundation reports that 9 out of 10 high school dropouts struggled to read in the 3rd grade.



OCS Board of Education Approved 2020-2021 Local Operating Budget Request

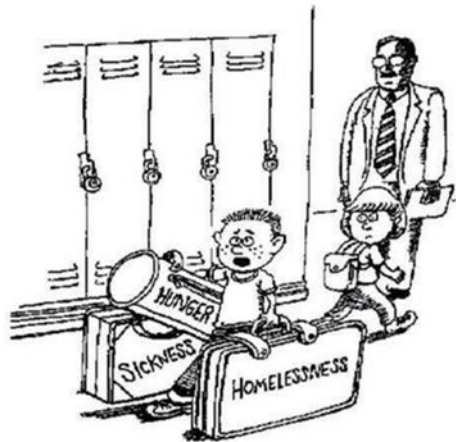
Youth who fail to complete high school by age 20 are seven times more likely to be poor as reported by The Urban Institute. It is also reported from the United State of Justice that two-thirds of all youth in the juvenile court system could not read in the fourth grade. Finally, it is alarming to read from the National Commission on Writing that \$3.1 billion is spent annually to improve the literacy skills of entry-level workers. The statistics are sobering and speak to the need to focus on literacy. Furthermore, Orange County students deserve to be equipped to participate in civic life through means such as accessing and navigating health care systems. They deserve to be prepared for higher education which on average requires 80 pages of independent reading per week. Data tells us that up to sixty percent of community college freshmen are assigned to remedial reading courses because they are not adequately prepared.

It is recognize that the Orange County Schools literacy data is disproportionate and does not reflect the potential of our students. As a result, Literacy is a primary focus of the work as we budget and plan for the 2020-2021 school year.

FOCI II - CULTURE & CLIMATE:

Climate is observable habits that characterize life in the school or office while culture is the beliefs that reflect that deeper foundation of how we operate. This plays out for our students as Social and Emotional Learning. Social and Emotional learning is the process through which children and adults understand and manage emotions, set and achieve positive goals, feel and show empathy for others, demonstrate cultural sensitivity, establish and maintain positive relationships, and make responsible decision.

**“Could someone help me with these?
I’m late for math class.”**



Unfortunately, the above cartoon reflects many students entering our school buildings today. They are entering our buildings carrying lots of “baggage” and still expected to perform, learn and behave. In order for our students to be the most successful, we have to support the student in a whole child model not just focusing on academics.



OCS Board of Education

Approved 2020-2021 Local Operating Budget Request

FOCI III - STAKEHOLDER ENGAGEMENT:

According to John Hattie, Education Researcher, “The effect of parental engagement over a student’s school career is equivalent to adding an extra two or three years to that student’s education.”

Stakeholders have a stake in the school district and its students, which means they have personal, professional, civic, financial interest or concern in the school district. We cannot move this work forward without realizing how vital stakeholder engagement is to the success and improvement of a school district. This engagement can improve outcomes for students.

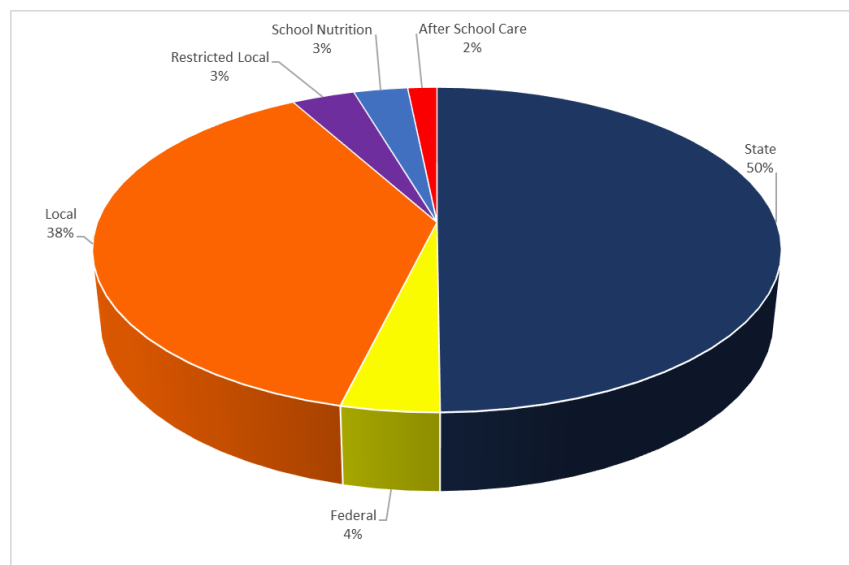
By no means are we suggesting or even recommending that the above areas be the only focus for administration going forward. However, we are saying that we need to double down in these areas to improve the outcomes for “EVERY” student in Orange County Schools.

BUDGET OVERVIEW – FY 2020-2021

The 2020-2021 Board of Education approved budget represents Orange County School’s commitment to the three foci outlined above and our core belief “First Choice for Families”. The District continues to be faced with the challenges of meeting on-going critical academic and social and emotional needs of students and staff while balancing the uncertainty of the many funding sources that provide the resources.

Orange County Schools continually strives to maximize revenues from all sources which include, State, Federal and Local County Governments while ensuring optimal learning environments for our students. Our budget request for the 2020-2021 academic year reflects our commitment.

Even though our State did not pass a budget for the 2019-2020 fiscal year, legislation is in place to ensure state agencies can continue operating. Legislation passed in 2017 allows the state government to continue operating utilizing current funding levels. As a result, the state funding levels for the 2019-2020 academic year were funded at the same level as 2018-2019 where a budget was enacted in law. At this time, we are anticipating funding from the State of North Carolina to hold at the 2019-2020 level of \$49.0 million. Federal programs are anticipated to contribute \$3.4 million in revenue. Other revenue sources for Orange County Schools include two enterprise funds, School Nutrition and After School Care. As Enterprise Funds, these programs are fee based and operate as self-sustaining therefore not requiring funding support from other State, Federal or Local revenues provided to the district in support of operational needs.



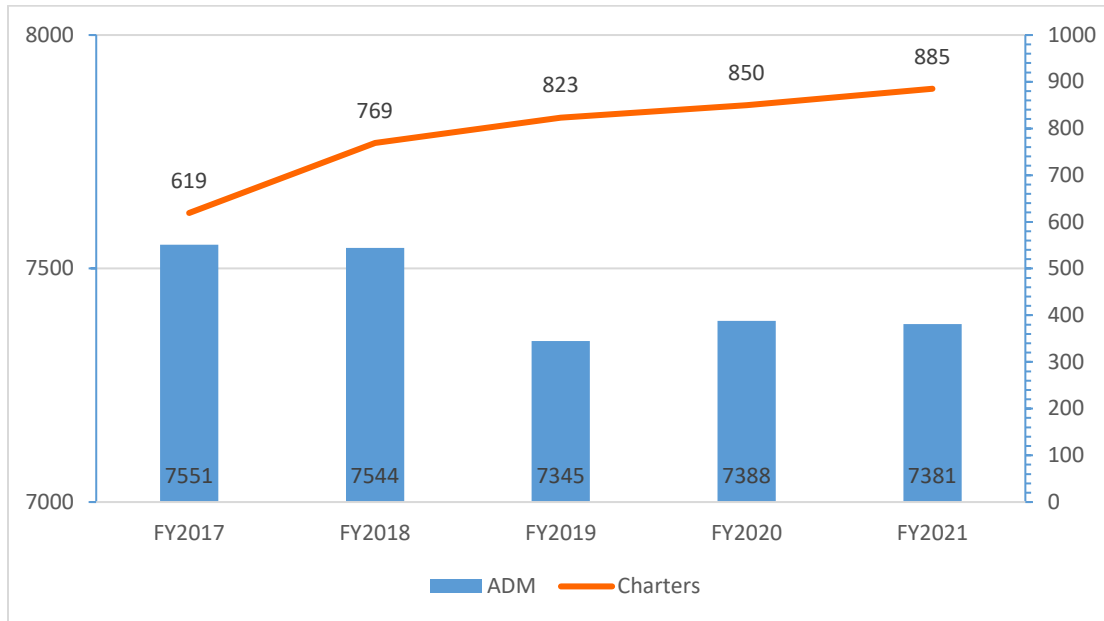


OCS Board of Education

Approved 2020-2021 Local Operating Budget Request

2020-2021 CONTINUATION BUDGET

The NC Department of Public Instruction (NCDPI) projects student average daily membership (ADM) annually. For the 2020-2021 academic year, Orange County Schools is projected to decrease seven students bringing the total ADM for funding calculations to 7,381. While students living within the Orange County School district and attending a charter is 885 and projected to remain constant during the 2020-2021 academic year.



In order to continue operations at the current level and support the projected student ADM, Orange County Schools will require a total of \$36.7 million in local revenue from the Orange County Board of County Commissioners. This equates to a necessary increase in the per pupil appropriation of \$148 per pupil which will generate additional revenue of \$984 thousand. The additional revenue will support:

- Continued operations at the current level
- Projected 5% state mandated salary increase for certified staff
- Projected 2% state mandated salary increase for classified staff
- Projected Retirement increase to 21.44%
- Projected Hospitalization of \$6,647 annually per employee
- Elementary Universal Breakfast Program
- Continued equity professional development for all staff

State mandated benefit and salary increases continue to be the driving force in the requested continuation budget increase. Based on historical data, the employer portion of employee benefits have risen upwards of 30% in the past five years.

	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021*
Employer Retirement Contributions	16.12%	17.13%	18.86%	19.70%	21.44%
Employer Hospitalization Contribution	\$5,704	\$5,869	\$6,104	\$6,306	\$6,647

*budgeted



OCS Board of Education

Approved 2020-2021 Local Operating Budget Request

In regards to state mandated salary increases, history has shown that in those years following a budget cycle without a mandated salary increase, legislatures tend to be more generous providing higher than normal increases. Here is an example of just that:

Fiscal Year	Teachers	Other State Employees
2013-14	0.0%	0.0%
2014-15	7.0%	1.6%

As a result, we are optimistic and anticipating that legislatures will come through for staff this next budget cycle with salary increases as projected.

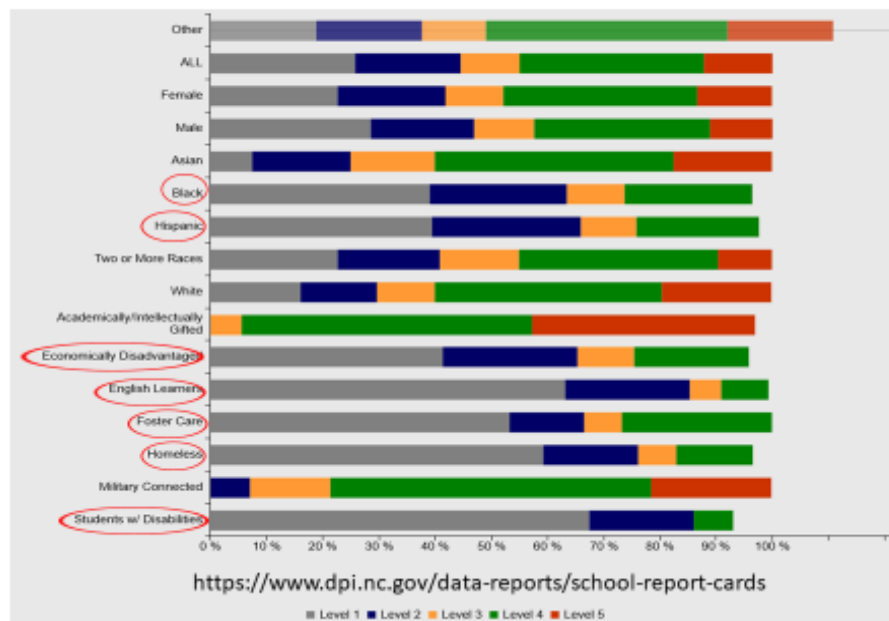
2020-2021 EXPANSION BUDGET

As previously stated, legislatures failed to come to an agreement and pass a budget for the 2019-2020 fiscal year. As a result, no additional funds were distributed from the State to provide salary increases for all staff. Even though it was approved to give Certified Staff (i.e. teachers) credit for their previous year of experience which allowed movement on the salary scale, the state salary scales remained unchanged for not only Certified but all other staff as well. This decision to credit one year of service did allow Certified Staff (i.e. Teachers) to receive a \$1,000 annual salary increase. However, no other staff employed with Orange County Schools received any salary increase for the 2019-2020 fiscal year.

We know Commissioners value the service all Orange County Schools employees provide the students attending our schools as much as we do. As a result, we request a onetime funding of \$1.0M to provide a onetime bonus to staff. This is not requested as a per pupil increase.

Now, let's look at the other expansion items being requested for the 2020-2021 fiscal year. As we dug deep into our data, it became very apparent that to move the work forward in the three foci areas outlined at the beginning of this document, additional resources and support would be required.

2018-2019 EOG English Language Arts/ Reading Performance
45% Grades 3-8 NOT Proficient





OCS Board of Education Approved 2020-2021 Local Operating Budget Request

2020-2021 EXPANSION BUDGET continued

Foci I outlines our intent of doubling down on Literacy. Our data reflects that our marginalized students are falling behind in Literacy at an unacceptable level. 45% of our 3rd through 8th grade students are not proficient in reading as reflected on the 2018/2019 end of grade tests.

In order to interrupt the systems in place and improve student outcomes, our Board supported and approved the following expansion items in support of the **Literacy Foci**:

- \$105,500 to hire a Directory of Literacy.
 - Approx. 64% of our black students in grades 3-8 are not proficient in reading
 - Approx. 67% of our Hispanic students in grades 3-8 are not proficient in reading
 - Approx. 85% of our English language learners in grades 3-8 are not proficient in reading
 - Approx. 87% of our students with disabilities in grades 3-8 are not proficient in reading
- \$138,000 to hire two additional school counselors to offer additional support at various schools. In this year alone, OCS has experienced the following:
 - 135 suicide assessments
 - 78 social service referrals
 - 19 medical emergencies
 - 400+ referred and/or receiving school based mental health services
- \$74,100 to hire a Social and Emotional Learning Coordinator.
 - 50% of our students qualify for Title I funding
 - 43.25% of our K-12 students receive free & reduced meals
 - 70.3% of our PreK students received free & reduced meals
 - 80-90 bags of supplemental food are distributed weekly in our elementary schools
 - 25-30 bags of supplemental food are distributed weekly in our middle schools
 - 10-15 bags of supplemental food are distributed weekly in our high schools
 - OCS has 150+ McKinney Vento Students (homeless)
 - 25-30 ESSA students (Foster Care)
- \$160,000 to hire two additional academically/intellectually gifted (AIG) teachers.
 - Budget reductions in FY2018 prevented the hire of these two vacant positions. Resources had to be shifted forcing two of our elementary schools to share an AIG teacher with another school.
- \$40,000 to offer the dual language program to PreK students at New Hope Elementary. The current dual language program offered to Kindergarten's at New Hope elementary is very successful and in high demand. Parents and the community have expressed great desire for the program to begin in PreK.

In support of our second foci, **Climate and culture**, our Board supported and approved the following expansion items:

- \$150,000 to build in two inclement weather days for classified staff. At this time, when the district is closed for inclement weather 12 month classified staff are required to use vacation and in some cases leave without pay.
- \$82,500 to reinstate pay for 5 teacher assistant workdays. To balance the budget in FY2019 and not eliminate any teacher assistant position, the district no longer allowed teacher assistants to work on teacher workdays. As a result, Teacher Assistant pay was reduced by 14 days. The district was able to protect all teacher assistant positions and recoup approximately \$250,000 to balance the budget. The OCS Board and staff realize the value and importance of these staff members in our schools. It is the goal of our Board to eventually reinstate all of the workdays for teacher assistants.



OCS Board of Education

Approved 2020-2021 Local Operating Budget Request

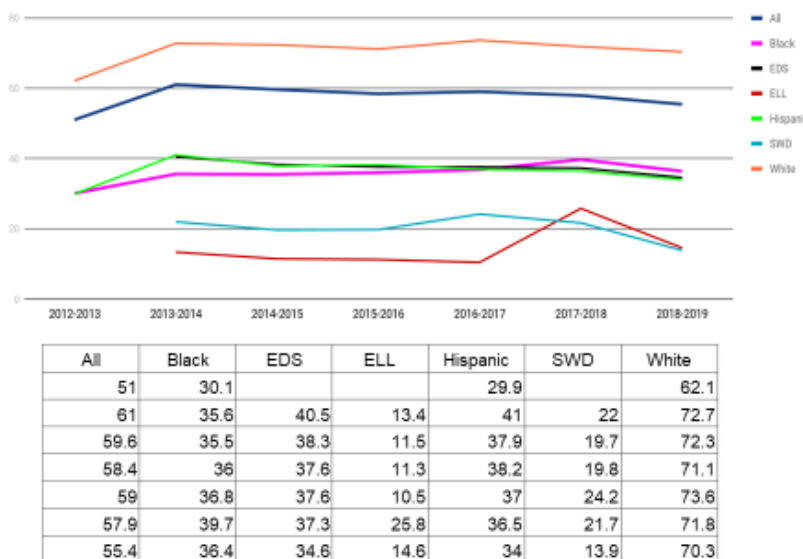
2020-2021 EXPANSION BUDGET continued

- \$192,000 to increase the maintenance technician staff by four. This expansion request is supported by the following data:
 - OCS currently has one maintenance technician serving 93,000 square feet. Industry standards are one maintenance technician serving 50,000 square feet.
 - An additional 50,000 square feet will be added to the district upon completion of the Cedar Ridge High School wing addition and 26,000 square feet added with the opening of the Orange County Schools Welcome Center would be in addition to the 93,000 square feet currently being served.
 - \$25.8 million capital improvement budget projects ongoing in the district.

Our final focus area, **Stakeholder Engagement**, received Board support and approval for the following expansion items:

- \$80,000 to hire a translator to support schools. We continue to welcome an increase in non-English speaking families attending Orange County Schools. To better support these students and their families, adding a translator will aid in our day to day communications and allow us to better meet the needs of these families. We desire for all of non-English speaking families to feel welcomed and valued as a partner with us in their child's education.
- \$142,000 to add two equity facilitators to build capacity related to culturally relevant teaching practices. Not only would these positions assist in building capacity surrounding culturally relevant teaching practices but we also envision these facilitators; (1) teaching African American and Latinx history courses at the two high schools; (2) Examining policies, practices and protocols through an equity lens; and (3) Additional support to 13 school based equity teams. At this time, the OCS Equity Department consists of one staff member. We know in looking at our end of grade reading data for grades 3-8, our marginalized students reflect the greatest disparities. Based on the below data:
 - Achievement is stagnant for all students
 - Subgroups consistently below 40% in reading

District Reading EOG 3-8





OCS Board of Education Approved 2020-2021 Local Operating Budget Request

2020-2021 EXPANSION BUDGET continued

- \$250,000 contingency funds for COVID-19 response and support of students and staff.

The above expansion requests total \$1,414,100 or a needed per pupil increase of \$173.00.

2020-2021 BUDGET SUMMARY

In summary, the Orange County Schools approved FY2020-2021 local budget presented for funding is comprised of the following:

	FY2020-2021 Requested	Per Pupil Increase
Continuation Budget	\$35,716,952	\$27
State Mandated Salary Increases	\$662,900	\$81
State Mandated Benefit Increases	\$321,150	\$40
Total Continuation Budget	\$36,701,002	\$148
Literacy Foci Expansion	\$517,600	\$63
Climate/Culture Foci Expansion	\$424,500	\$52
Stakeholder Engagement Expansion	\$472,000	\$58
Total Expansion Budget Request	\$1,414,100	\$173
Grand Total Budget Request	\$38,115,102	\$321

APPENDICES

- ▶ Appendix 1 – Orange County Schools Local Funding Request
- ▶ Appendix 2 – Orange County Schools Capital Improvement Plan (CIP)

ORANGE COUNTY SCHOOLS

2020 - 2021 CONTINUATION/EXPANSION BUDGET REQUEST

	FY21	
PROJECTED ENROLLMENT	7,381 (*)	
CHARTER SCHOOL Funded	885 (**)	
less out of district county estimate	110	
TOTAL STUDENT BILLING BASE	8,156	
Revenue at FY 2020 per pupil (4,352.25)	<u>\$ 35,496,952</u>	
County Appropriation	35,496,952	
Fines & Forfeitures (Orange Co. Civil penalties)	220,000	
Total Local Revenue	<u>\$ 35,716,952</u>	
Local Budget Continuation	35,716,952	
State Mandated Increases (Salary)	662,900 (1)	
State Mandated Increases (Benefits)	321,150 (2)	
Total Continuation Budget	<u>36,701,002</u>	4,500 Per Pupil Required
Estimated Continuation Shortfall	<u>\$ (984,050)</u>	148 Per Pupil Increase
EXPANSION REQUESTS		
One Time Funding for Staff Bonuses	1,027,000 (3)	(Not included in Per Pupil Calculation)
	Option A	PP Increase
COVID-19 Student Education Support	250,000 (4)	31
Inclement weather days (Classified Staff)	150,000 (5)	18
Reinstate All Workdays for TA's	82,500 (6)	10
2 Additional School Counselors Support	138,000 (7)	17
2 Academically/Intellectually Gifted Teachers (AIG)	160,000 (7)	20
PreK Dual Language NH	40,000 (7)	5
1 Translators	80,000 (7)	10
Social and Emotional Learning Coordinator	74,100 (7)	9
Directory of Literacy	105,500 (7)	13
2 Equity Facilitators	142,000 (7)	17
4 Maintenance Technicians	192,000 (7)	24
Total Expansion Requests	<u>1,414,100</u>	<u>173</u> PP Increase
Total Per Pupil Increase Needed (Continuation & Expansion)		321
GRAND TOTAL PER PUPIL REQUEST		4,673

Notes

(*) Department of Public Instruction Alloted Average Daily Membership for the 2020-2021 school year

(**) Feb 2020 Actual

(1) Includes a 5.0% Certified Salary Increase and 2.0% Classified Salary increase

(2) Incorporates retirement at 21.44% and Employer Health Premium at \$6,647

(3) One time bonus of \$1,000 for Full Time Employees

(4) Contingency for COVID-19 Student Educational support

(5) Approx. 250K salary cost per day (w/FICA-Ret). We have a split of about 70% certified and 30% classified-cost are for classified only. Exempt staff would not necessarily be an extra cost for the district pending rules and other review

(6) Reinstate an additional 5 Teacher Assistant Workdays

(7) Average Salary plus benefits

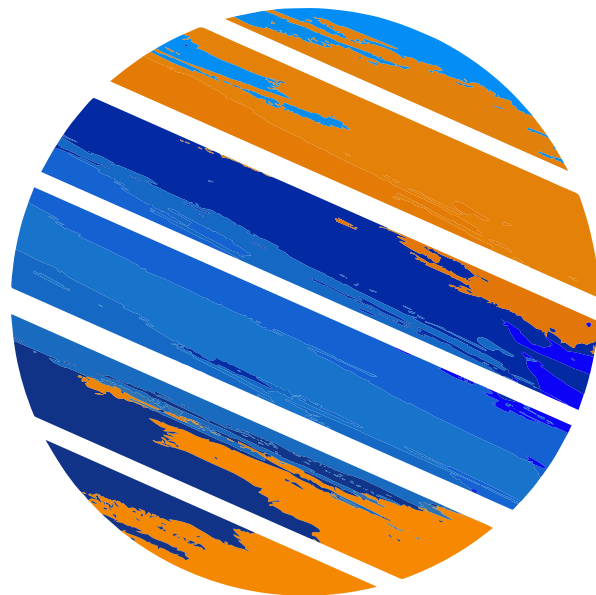
ORANGE COUNTY SCHOOLS
FY2021--2030
CAPITAL INVESTMENT PLAN
COMBINED SCHEDULE

																	MODIFIED	NEW	
DEBT FINANCED	ADDTL PG	ART 46	OLD FAC	BOND	DESCRIPTION	LOCATION	Year 1 2020-2021 (FY21)	Year 2 2021-2022 (FY 22)	Year 3 2022 (FY23)	Year 4 2023-2024 (FY 24)	Year 5 2024 (FY 25)	FIVE YEAR TOTAL	YEAR 6 2025-2026 (FY26)	YEAR 7 2026-2027 (FY27)	YEAR 8 2027-2028 (FY28)	YEAR 9 2028-2029 (FY29)	YEAR 10 2029-2030 (FY30)	YEAR 6-10 SUMMARY	TEN YEAR TOTAL
	X				ABATEMENT PROJECT: CARPET/MASTIC CAMPUS WIDE: A L STANBACK	ALS	\$225,000					\$225,000						\$0	\$225,000
X					ROOF REPLACEMENT PER 2016 ASSESSMENT	CENTRAL	\$48,535					\$48,535						\$0	\$48,535
X					ROOF REPLACEMENT PER 2016 ASSESSMENT	CP	\$27,000		\$63,000			\$90,000						\$0	\$90,000
	X				EXTERIOR RESURFACING	CP	\$17,790	\$17,790				\$35,580						\$0	\$35,580
X					METAL ROOF RECOAT	CRHS				\$500,000		\$500,000						\$0	\$500,000
X					NEW SERVING LINE COUNTERS	CRHS	\$35,000					\$35,000						\$0	\$35,000
X					C W STANFORD ROOF PER 2016 ASSESSMENT	CWS			\$18,068	\$10,395	\$422,475	\$450,938	\$1,012,389	\$163,245				\$1,175,634	\$1,626,572
X					CANOPY IMPROVEMENTS	CWS	\$50,000	\$50,000				\$100,000						\$0	\$100,000
X					AED REPLACEMENT (8 YEAR CYCLE PER UNIT)	DISTRICT					\$25,000	\$25,000	\$25,000					\$25,000	\$50,000
X					ATHLETIC FACILITIES RESERVE	DISTRICT						\$0			\$200,000			\$200,000	\$200,000
X					EMERGENCY GENERATORS FOR CRITICAL LIGHTING AND KITCHEN EQUIPMENT	DISTRICT	\$50,000	\$50,000				\$100,000					\$0	\$0	\$100,000
X					INDUSTRIAL WASHER AND DRYERS FOR HIGH SCHOOLS	DISTRICT				\$25,000	\$0	\$25,000						\$0	\$25,000
X					PAVING PARKING LOTS/DRIVEWAYS/WALKWAYS	DISTRICT	\$165,000					\$165,000						\$0	\$165,000
X					RESERVE: CLASSROOM/BUILDING IMPROVEMENTS--FUTURE FACILITIES PLANNING	DISTRICT			\$39,529	\$48,607	\$458,806	\$546,942	\$25,188	\$128,275	\$1,673,759	\$1,911,234	\$1,949,459	\$5,687,915	\$6,234,857
X					RESERVE: SCHOOL SAFETY INITIATIVES--FACILITY IMPROVEMENTS (E.G. SECURITY VESTIBULES)	DISTRICT	\$115,838	\$259,911				\$375,749						\$0	\$375,749
	X				DISTRICT: TECHNOLOGY UPGRADES	DISTRICT	\$163,292	\$163,292	\$163,292	\$163,292	\$163,292	\$816,460	\$163,292	\$163,292	\$163,292	\$163,292	\$163,292	\$816,460	\$1,632,920
	X				RESERVE: DEFERRED MAINTENANCE	DISTRICT		\$152,896		\$150,000	\$150,000	\$452,896	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000	\$1,202,896
	X				SCHOOL SAFETY INITIATIVES	DISTRICT	\$152,896					\$152,896	\$245,686	\$245,686	\$245,686	\$245,686	\$245,686	\$1,228,430	\$1,381,326
	X				RESERVE: FUTURE FACILITIES PLANNING	DISTRICT			\$395,686	\$245,686	\$245,686	\$887,058	\$245,686	\$245,686	\$245,686	\$245,686	\$245,686	\$1,228,430	\$2,115,488
		X			TECHNOLOGY DEBT SERVICE	DISTRICT	\$605,079	\$635,000	\$635,000	\$635,000	\$635,000	\$3,145,079	\$635,000	\$635,000	\$635,000	\$635,000	\$635,000	\$3,175,000	\$6,320,079
		X			TECHNOLOGY UPGRADES	DISTRICT	\$238,154	\$241,962	\$277,041	\$313,522	\$351,463	\$1,422,142	\$390,921	\$431,958	\$474,637	\$519,022	\$565,183	\$2,381,721	\$3,803,863
X					ROOF REPLACEMENT PER 2016 ASSESSMENT	GHMS		\$338,300	\$745,074	\$722,462		\$1,805,836	\$373,617					\$373,617	\$2,179,453
			X		HVAC REPLACEMENT	HES	\$398,600					\$398,600							\$398,600
X					ROOF REPLACEMENT PER 2016 ASSESSMENT	HES	\$619,378	\$400,000				\$1,019,378						\$0	\$1,019,378
X					ROOF REPLACEMENT PER 2016 ASSESSMENT	NH	\$520,470	\$279,530	\$384,607	\$424,600	\$424,600	\$2,033,807						\$0	\$2,033,807
	X				ABATEMENT PROJECT: CARPET/MASTIC CAMPUS WIDE: NEW HOPE	NH		\$225,000				\$225,000						\$0	\$225,000
X					HVAC REPLACEMENT	PE						\$0	\$189,805	\$1,545,499				\$1,735,304	\$1,735,304
X					MECHANICAL SYSTEM REPLACEMENT DESIGN	PE							\$175,000					\$175,000	\$175,000
X					ROOF REPLACEMENT PER 2016 ASSESSMENT	PE		\$286,104	\$446,844		\$434,804	\$1,167,752						\$0	\$1,167,752
					SUB TOTAL ALL EXCEPT BOND PROJECTS		\$3,432,032	\$3,099,785	\$3,168,141	\$3,238,564	\$3,311,126		\$3,631,584	\$3,708,641	\$3,788,060	\$3,869,920	\$1,036,974		

ORANGE COUNTY SCHOOLS
FY2021--2030
CAPITAL INVESTMENT PLAN
COMBINED SCHEDULE

																	MODIFIED	NEW	
DEBT FINANCED	ADDTL PG	ART 46	OLD FAC	BOND	DESCRIPTION	LOCATION	Year 1 2020-2021 (FY21)	Year 2 2021-2022 (FY 22)	Year 3 2022- 2023 (FY23)	Year 4 2023-2024 (FY 24)	Year 5 2024- 2025 (FY 25)	FIVE YEAR TOTAL	YEAR 6 2025-2026 (FY26)	YEAR 7 2026-2027 (FY27)	YEAR 8 2027-2028 (FY28)	YEAR 9 2028-2029 (FY29)	YEAR 10 2029-2030 (FY30)	YEAR 6-10 SUMMARY	TEN YEAR TOTAL
				X	MECHANICAL SYSTEM	ALS		\$4,000,000				\$4,000,000							
				X	ROOF REPLACEMENTS	ALS		\$240,015				\$240,015							
				X	MECHANICAL SYSTEM	CENTRAL		\$1,638,200				\$1,638,200							
				X	ROOF REPLACEMENTS	CENTRAL						\$0							
				X	MECHANICAL SYSTEM	CP		\$239,993				\$239,993							
				X	ROOF REPLACEMENTS	CP						\$0							
				X	CLASSROOM WING ADDITION (Total project: \$14.5 Million; \$3.1 funded from Transportation BOND Project)	CRHS	\$4,600,000					\$4,600,000							
				X	CORPORATE DRIVE PROPERTY ACQUISITION	DISTRICT						\$0							
				X	HAZ MATERIAL MITIGATION: SOFFITS	DISTRICT						\$0							
				X	IMPLEMENTATION OF SCHOOL SAFETY INITIATIVES	DISTRICT	\$343,007					\$343,007							
				X	MECHANICAL SYSTEM	EFLAND		\$2,034,000				\$2,034,000							
				X	ROOF REPLACEMENTS	EFLAND		\$350,821				\$350,821							
				X	MECHANICAL SYSTEM	GAB	\$704,000					\$704,000							
				X	REPLACE WINDOWS /DOORS	GAB						\$0							
				X	ROOF REPLACEMENTS	GAB	\$539,393					\$539,393							
				X	MECHANICAL SYSTEM	HES		\$458,233				\$458,233							
				X	ROOF REPLACEMENTS	HES						\$0							
				X	MECHANICAL SYSTEM	NEW HOPE		\$2,002,738				\$2,002,738							
				X	MECHANICAL SYSTEM REPLACEMENT--GEOTHERMAL	OHS						\$0							
				X	OLDER FACILITY IMPROVEMENTS	CP													
				X	CAPITAL RESERVES FOR BOND PROJECTS	DISTRICT		\$900,000	\$0			\$900,000							
							\$6,186,400	\$11,864,000	\$0	\$0	\$0								

TOTAL AVAILABLE FUNDING FROM COUNTY:																		
DEBT FINANCING (AKA: PAY-AS-YOU-GO)		\$1,631,221	\$1,663,845	\$1,697,122	\$1,731,064	\$1,765,685	\$8,488,937	\$1,800,999	\$1,837,019	\$1,873,759	\$1,911,234	\$1,949,459	\$9,372,470	\$17,861,407				
ADDITIONAL PAY AS YOU GO (AKA: LOTTERY)		\$558,978	\$558,978	\$558,978	\$558,978	\$558,978	\$2,794,890	\$558,978	\$558,978	\$558,978	\$558,978	\$558,978	\$2,794,890	\$5,589,780				
ARTICLE 46 SALES TAX		\$843,233	\$876,962	\$912,041	\$948,522	\$986,463	\$4,567,221	\$1,025,921	\$1,066,958	\$1,109,637	\$1,154,022	\$1,200,183	\$5,556,721	\$10,123,942				
FACILITY IMPROVEMENTS TO OLDER SCHOOLS (5-YR ALLOCATION)		\$398,600	\$0	\$0	\$0	\$0	\$398,600	\$0	\$0	\$0	\$0	\$0	\$0	\$398,600				
SUB TOTAL ANNUAL ALLOCATION		\$3,432,032	\$3,099,785	\$3,168,141	\$3,238,564	\$3,311,126												
		\$0												\$0				
BOND REFERENDUM PROJECTS		\$6,186,400	\$11,864,000	\$0	\$0	0												
GRAND TOTAL ANNUAL ALLOCATION		\$9,618,432	\$14,963,785	\$3,168,141	\$3,238,564	\$3,110,055		\$3,385,898	\$3,462,955	\$3,542,374	\$3,624,234	\$3,708,620						



Orange County Schools
200 East King Street
Hillsborough, North Carolina 27278
www.orangecountyfirst.com



Office of the President

April 17, 2020

Ms. Bonnie Hammersley
Orange County Manager
Post Office Box 8181
Hillsborough, NC 27278

Dear Ms. Hammersley:

The FY 2020-21 Budget Request for Durham Technical Community College is attached for your review. Durham Technical Community College's request reflects a total increase of \$54,698. This amount includes an increase of \$40,483 or 4.10% in existing operating funds.

The changes in Current Operating Expenses appear below:

- An increase of \$33,617, which is an increase of 8.7%. This increase includes a 2.5% increase for salaries and benefits to match the expected increases for state paid employees and to continue to pay all employees a livable wage and funds to cover back increases in retirement that had not be requested in the past.
- \$5,991 projected increase of 2% in the cost of utilities, contracted services and insurance.
- \$875 projected increase of 5% in funds for equipment and facility repairs.
- A new request of \$14,215, which is one-fourth of a new HVAC technician position to support the increase in facility maintenance needs. This request covers the Orange County portion of salary and benefits.

With the closing of the Skills Development Center, the College may also require funds to rent instructional space in the coming year. This would only be needed if the renovated Europa Center does not provide enough space for our programs that were in the Skills Development Center.

We thank you for your ongoing support of Durham Tech and look forward to serving the residents and organizations of Orange County in the coming year. Please call me if you have any questions about this request.

Sincerely,

A handwritten signature in black ink, appearing to read 'William G. Ingram'.

William G. Ingram
President

c: Andrew Kleitsch, Vice President, Finance and Administrative Services

DURHAM TECHNICAL COMMUNITY COLLEGE
Orange County Budget Request
For Fiscal Year 2020-2021

	Current FY 2019-20		FY 2020-21 Request	From Appropriated	
	Requested	Appropriated		\$ Change	% Change
TOTAL CURRENT EXPENSE	\$ 723,256	\$ 723,256	\$ 777,954	\$ 54,698	7.56%
TOTAL FINANCIAL AID	\$ 200,000	\$ 200,000	\$ 200,000	-	0.00%
TOTAL CAPITAL OUTLAY	\$ 75,000	\$ 75,000	\$ 75,000	-	0.00%
GRAND TOTAL	<u>\$ 998,256</u>	<u>\$ 998,256</u>	<u>\$ 1,052,954</u>	<u>\$ 54,698</u>	<u>5.48%</u>

DURHAM TECHNICAL COMMUNITY COLLEGE
Orange County Budget Request
Fiscal Year 2020-21

	Current FY 2019-20		FY 2020-21	Explanation for Increase
	Requested	As Budgeted	Total Request	
A. Operations - Current Expense				
1 Salaries & Benefits:				
Professional Salaries	124,278	124,278	127,385	2.5 % increase
Service, Maintenance, Skilled	113,690	113,690	126,532	Add One HVAC Technician position and 2.5 % increase
FICA	18,205	18,205	19,425	Add One HVAC Technician position and 2.5 % increase
Retirement	36,886	36,886	55,747	Add One HVAC Technician position and revised retirement based on past increases and 2.5 % increase
Medical Insurance	23,017	23,017	24,898	Add One HVAC Technician position and 2.5 % increase
College Liaison (Salary and Benefits)	58,000	58,000	67,650	Revised retirement and medical insurance based on past increases and 2.5 % increase
Longevity	1,672	1,672	1,714	2.5 % increase
Workers Compensation & Unemployment	3,152	3,152	3,231	2.5 % increase
Group Dental	2,627	2,627	2,693	2.5 % increase
Employee Life Insurance	210	210	215	2.5 % increase
Students (CWS & FSEOG)	3,152	3,152	3,231	2.5 % increase
Sub-Total Salaries & Benefits	384,889	384,889	432,721	
2 Contractual Services:				
Institutional Development				
Waste Removal	2,884	2,884	2,942	2% increase
Equipment Maintenance	5,150	5,150	5,253	2% increase
Janitorial Service/Maintenance Service	72,100	72,100	73,542	2% increase
Building Maintenance	26,780	26,780	28,119	5% increase
Landscaping	30,900	30,900	31,518	2% increase
Sub-Total Contractual Services	137,814	137,814	141,374	
3 Legal Fees:				
Legal Fees	8,000	8,000	8,000	
Sub-Total Legal Fees	8,000	8,000	8,000	

DURHAM TECHNICAL COMMUNITY COLLEGE
Orange County Budget Request
Fiscal Year 2020-21

	Current FY 2019-20		FY 2020-21	Explanation for Increase
	Requested	As Budgeted	Total Request	
4 Insurance:				
Property & Liability Insurance	12,500	12,500	12,750	2% increase
Sub-Total Insurance	12,500	12,500	12,750	
5 Rental:				
Facility Services Equipment	2,500	2,500	2,500	
Sub-Total Rental	2,500	2,500	2,500	
6 Utilities:				
Natural Gas	18,386	18,386	18,754	Estimated increase of 2%
Electricity	63,036	63,036	64,297	Estimated increase of 2%
Water	3,467	3,467	3,536	Estimated increase of 2%
Telephone	24,164	24,164	24,647	Estimated increase of 2%
Sub-Total Utilities	109,053	109,053	111,234	
7 Advertising, Publicity, Public Relations:				
Institutional Dues	6,000	6,000	6,000	
Printing and Binding Publications	2,500	2,500	2,500	
Advertising and Publicity	5,000	5,000	5,000	
Sub-Total Advertising, Publicity, Public Relations	13,500	13,500	13,500	
8 Repairs:				
Equipment	7,500	7,500	7,875	5% increase
Facilities	10,000	10,000	10,500	5% increase
Sub-Total Repairs	17,500	17,500	18,375	
9 Travel:				
Administration				
Maintenance and Housekeeping	2,500	2,500	2,500	
Other Support Personnel	5,000	5,000	5,000	
Sub-Total Travel	7,500	7,500	7,500	

DURHAM TECHNICAL COMMUNITY COLLEGE
Orange County Budget Request
Fiscal Year 2020-21

	Current FY 2019-20		FY 2020-21	Explanation for Increase
	Requested	As Budgeted	Total Request	
10 Supplies:				
Operations	12,500	12,500	12,500	
Maintenance	2,500	2,500	2,500	
General Institution	2,500	2,500	2,500	
Sub-Total Supplies	17,500	17,500	17,500	
11 Other Expense:				
Misc. Items	12,500	12,500	12,500	
Sub-Total Other Expense	12,500	12,500	12,500	
TOTAL CURRENT OPERATING EXPENSE	723,256	723,256	777,954	7.56%
12 Financial Aid				
Student Tuition for Orange County Residents	200,000	200,000	200,000	
TOTAL FINANCIAL AID (Sales Tax)	200,000	200,000	200,000	
TOTAL CURRENT EXPENSE	923,256	923,256	977,954	5.92%
B. Capital Outlay				
Recurring Budget				
Capital Improvements	60,000	60,000	60,000	
Contingency Fund	15,000	15,000	15,000	
TOTAL CAPITAL OUTLAY	75,000	75,000	75,000	
TOTAL CURRENT EXPENSE & CAPITAL OUTLAY	998,256	998,256	1,052,954	5.48%

Orange County Emergency Services

(919) 245-6100

orangecountync.gov/emergencyservices

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Emergency Services						
E911 Fund						
Expenditures						
Operations	717,914	768,078	777,838	751,009	755,471	755,471
Recurring Capital	623,910	-	4,185	4,185	-	-
Total Expenditures	1,341,824	768,078	782,023	755,194	755,471	755,471
Offsetting Revenues	(745,018)	(768,078)	(782,023)	(573,225)	(755,471)	(755,471)
Net Cost (Fund)	596,806	-	0	181,969	-	-
General Fund						
Expenditures						
Operations	937,315	1,238,861	1,358,350	1,000,619	1,688,588	1,425,299
Personnel Services	9,083,996	9,946,268	10,078,637	9,354,380	10,379,904	10,192,378
Recurring Capital	33,532	194,890	235,280	140,995	801,503	198,933
Total Expenditures	10,054,843	11,380,019	11,672,267	10,495,994	12,869,995	11,816,610
Offsetting Revenues	(3,474,445)	(2,997,261)	(2,997,261)	(2,984,519)	(2,963,761)	(2,978,761)
Net Cost (Fund)	6,580,399	8,382,758	8,675,006	7,511,475	9,906,234	8,837,849
Total Net Cost (Department)	7,177,205	8,382,758	8,675,006	7,693,443	9,906,234	8,837,849

Mission Statement

A Prepared, Coordinated, and Integrated Emergency Services System.

Department: Orange County Emergency Services

Major Services

- Administrative Division: Responsible for providing budgetary and logistical support to the entire department. They are responsible for delivering superior customer service and support to our emergency response partners and external customers.
- Emergency Medical Services Division: Responsible for deploying highly educated, well-trained emergency medical personnel committed to improving customer service and relationships with internal staff and partner agencies. Nicknamed "EMS", Emergency Medical Services crews assess and treat medical emergencies throughout Orange County and transport sick and injured patients to area hospitals when necessary. EMS is staffed 24 hours of every day. Care is provided according to the treatment protocols.
- 9-1-1 Communications Division: The 9-1-1 Communications Center serves as the vital link between the community and emergency response partners. This division provides Enhanced 9-1-1 call services for Orange County. The Telecommunications Center is the public safety answering point and is the link for citizens to access law enforcement and emergency service agencies. The telecommunications center is fully staffed 24 hours of every day.
- Fire Marshal Division: The Emergency Services Fire Marshal Division is responsible for enforcing the North Carolina Fire Prevention Code, conducting fire inspections, reviewing plans for new building construction, fire/arson investigations, county fire department coordination, hazardous materials response, and SARA Title III reporting in the unincorporated areas of Orange County. The Fire Marshal's Division operates during business hours for routine services, but is on call 24 hour every day.

Emergency Services

- **Emergency Management Division:** Emergency Management is responsible for coordinating Orange County's preparation for and response to emergency situations. To adequately address these potential threats, whether manmade or natural, the Emergency Services Department maintains the County's emergency management framework, which outlines emergency response functions. When Orange County activates the Emergency Operations Center (EOC), staff works with County departments as well as various city, state and federal agencies to respond effectively and quickly to provide for the continuity of services to the public.

Division: Administration

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Emerg Management - Central Adm						
General Fund						
Expenditures						
Operations	181,095	232,435	245,146	210,678	275,140	222,848
Personnel Services	422,430	425,406	432,599	436,790	456,285	456,846
Recurring Capital	-	1,000	1,000	-	1,200	-
Total Division Expenditures	603,524	658,841	678,745	647,468	732,625	679,694
Offsetting Revenues	(17,760)	(32,761)	(32,761)	(32,761)	(32,761)	(32,761)
Net Cost (Fund)	585,764	626,080	645,984	614,707	699,864	646,933

FY 2019-20 Outcomes

- Assure that all WPPRs are complete within two (2) weeks of review date. We were late with approximately 7 out of 133 WPPRs for FY 2019-20, but are on target to complete the remainder for 2019 with no further late reviews.
- Selected a consultant for the Joint Public Safety Training Facility project. White Cross Fire Department secured a grant to build a burn tower with the capability to provide training for other disciplines in areas of search, active shooter drills, etc. OCES contributed \$26,000.00 to the project. The needs assessment will include this structure in the overall layout of remaining training needs for the County.
- South Orange Rescue has responded to over 500 BLS calls since their inception to operate independently as of April 2019. The partnership is thriving and SORS has maintained their commitment to staff a BLS unit 7 days a week for 12-hour shifts without the need for any of our personnel to cover.
- The Paramedic Academy is stronger and better organized than in the past and our partnership with Durham Technical Community College continues to improve.
- The 9-1-1 Backup Center has been the Primary 9-1-1 Center since January 2019 due to the remediation of our headquarters. We have continued to provide all services to our responders and residents/citizens of Orange County that we provided from the Primary. Anticipated return to the Primary 9-1-1 Center is March 2020.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Assure all performance reviews are submitted in a timely manner and thoroughly reviewed with each employee.					
WPPRs submitted on time (based on 133 full time positions)	85.71	98%	100%	94%	100%
Service: Increase training to plan for succession and enhancing leadership skills and interpersonal growth from within the department.					
Leadership and management training for all levels in the department	NA	NA	Managers and	EMS – 15 FM – 1	EMS – 25 FM – 3

Emergency Services

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
			Supervisory Staff only (no line staff included)	9-1-1 – 8 Admin – 1 EM - 1	9-1-1 – 25 Admin – 3 EM - 5

FY 2020-21 Objectives

- Identify incentives to progress response times and improve specific response components by consistently and accurately measuring performance (matching supply and demand, improving component times, responding appropriately and harnessing technology that is used to its full potential).
- Apply industry standards in the Quality Assurance/Quality Improvement processes to apply strategies and principles to include the 9-1-1 process as well as the dispatch parts of a call. This will also integrate with the objective based on response times that will include all responders. This will also require creating achievable goals based on specific system and geographical factors. This objective will allow us to move towards becoming an accredited 9-1-1 Center in the areas of medical, fire and law enforcement dispatch by FY 2021-2022.
- Identify the technologies applied in assessing how the various communities are reporting damage during a disaster event. This will detect the success of applications (apps, social media, online reporting, etc.) and target communities that may need more education and outreach pertaining to available resources for reporting. The awareness and reporting on this application has increased over the year. It is still imperative that we target our communities and provide more education and outreach related to available resources for reporting.
- We will place hiring and retention as a focus this year and identify job fairs and social media to expand our reach.

Division: Emergency Management

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Emergency Management						
General Fund						
Expenditures						
Operations	97,110	143,434	146,474	78,164	175,219	139,847
Personnel Services	329,751	351,245	356,742	360,347	407,815	363,737
Recurring Capital	2,499	9,000	9,000	8,446	73,498	24,163
Total Division Expenditures	429,360	503,679	512,216	446,957	656,532	527,747
Offsetting Revenues	-	(15,000)	(15,000)	(15,000)	-	(15,000)
Net Cost (Fund)	429,360	488,679	497,216	431,957	656,532	512,747

Major Services

- Comprehensive, All-hazards Emergency Management program (mitigation, preparedness, response, and recovery)
- Emergency planning with whole community partners and coordinating the Orange County EOC response to such emergencies.
- Annual disaster training and exercises
- Fleet and supply chain management
- Radio and Radio System Maintenance/Operation

Emergency Services

FY 2019-20 Outcomes

- Coordinating the recovery to two Federally Declared Disasters (Hurricane Florence and Tropical Storm Michael) and submitted an application for the Hazard Mitigation Grant Program to aggressively pursue new mitigation opportunities.
- Activated and coordinated responses to one new Federally Declared Disaster (Hurricane Dorian), continued high interest events, an EF-2 tornado, a county-wide cyber incident, and (2) multi-day search and rescue operations.
- Deployed personnel to assist impacted communities in North Carolina (Hyde County – Hurricane Dorian)
- Continued collaborations with regional partners in developing the Complex Coordinated Terrorist Attack Regional Plan (entered phase 2, training). Completed the revision of the Eno-Haw Natural Hazard Mitigation Plan.
- Continued an aggressive public outreach strategy expanded to include youth and the private sector. Working with the both local Chambers, we conducted (2) business preparedness workshop series, hosted the MyPI a youth preparedness summer camp, conducted (2) CERT basic trainings, and supported more than a dozen public outreach events.
- Strengthened critical infrastructure resiliency with power redundancy and improved swift water response capabilities.
- Initiated the development of the first Comprehensive Emergency Management Plan.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Emergency Management (Prevention, Mitigation, Preparedness, Response, and Recovery)					
Number of Disaster/Emergency Exercises Conducted	6	6	5	3	3
Number of Emergency Plans Update/Developed	3	2	1	1	2
Percentage of County Departments that were provided one-on-one consultation on disaster responsibilities.	100%	75%	85%	35%	50%
Service: Emergency Management (Prevention, Mitigation, Preparedness, Response, and Recovery)					
Local Emergency Planning Committee (LEPC) Meetings	0	1	4	1	4
Number of times the EOC was activated before the hazard/event occurred	4	5	10	13	15
ICS/Incident Management Training	8	6	6	6	6
Community Emergency Response Team Activities (CERT)	60 Trained 15 Events	45 Trained 17 Events	50 Trained 10 Events	100 Trained 17 Events	100 Trained 10 Events

FY 2020-21 Objectives

- Emergency Management will begin to evaluate and implement aggressive mitigation options using all available funding sources, options, and alternatives to lessen the impact from natural and manmade hazards (as determined by the updated Eno-Haw Natural Hazard Mitigation Plan and the Triangle J Regional Resiliency Assessment).
- Emergency Management will continue development of the Regional CCTA Plan and will finalize the process by hosting/participating in a regional full-scale exercise.
- EM will continue to develop and pursue option to improve radio communication throughout response organizations within the county. We will begin implementation of a strategic replacement plan to meet the 2025 Phase 2 TDMA requirements for the current system.
- EM will continue to work with all community partners to ensure protection of the election process (a critical infrastructure) in anticipation of the 2020 General Election.

Emergency Services

- EM will continue to strengthen community resiliency by strengthening our collaborations with our municipal partners, beginning the development of a community wide recovery plan, continued investments in response capabilities (search and rescue, incident management, and operational coordination).
- We will finalize the development of the Comprehensive Emergency Management Plan for Orange County, including municipalities, thus streamlining and integrating our response processes.

Division: Emergency Medical Services

Major Services

- Provide treatment for persons with medical or traumatic emergencies and if necessary coordinate transportation resources to provide appropriate transportation of patients, including ambulance, taxi, public transport, or private vehicles.
- Coordinate emergency medical services and public safety preparedness efforts for special events such as sporting events, festivals, and entertainment.
- Manage EMS Medical Services providers throughout the county through ordinance franchise process.
- Prepare for and respond to EMS Surge and/or Mass Casualty incidents providing medical services throughout the region.
- Provide public outreach via community CPR classes, community medicine, school outreach, health literacy, and job fairs.

FY 2019-20 Outcomes

- EMS is projected to respond to 16,500 calls for service, provide evaluation and treatment to 11,865 patients, and transport 9,314 of those patients to area hospitals by June 30, 2020.
- EMS conducted an extensive airway course for all EMS providers in the system, we participated in four active assailant drills on UNC campus with UNC Police and Chapel Hill Fire, and conducted a patient safety course on Medication Administration Cross Check (MACC) for all EMS providers as well as every Fire Department and Law Enforcement agency.
- EMS fully integrated the Code Stat reporting software to provide cardiac arrest resuscitation feedback to individual providers including our first response partners to enhance our cardiac arrest response. Initial reports have indicated strong compliance with evidence based guidelines.
- EMS recruited one paramedic through the 19/20 paramedic academy.
- Stay Up Stay Active participants who were current Duke Primary Care patients with access to transportation were referred to a Fall Reduction Program through Duke Primary Care on Churton Street. This lead to improved outcomes for the participants.
- EMS continued working with the Orange Rural Fire Department, the Town of Hillsborough and the Asset Management Department to move toward construct of a new Fire/EMS/Police station in the Waterstone Subdivision. We will continue to work with the Asset Management Department to construct a stand-alone station in Efland.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: [Replace this text with a one-sentence description that describes the program, activity or service's intent.]					
Total Calls for Service	15502	15528	15500	16500	17029
Number of Ambulance Move Up Calls	1584	1454	2000	1916	2500

Emergency Services

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Standby or Special Events (includes South Orange Rescue Squad)	559	466	550	526	594
Emergency Medical Services utilizes response times to determine the adequacy of the level of staffed units. As the call volume increases with the same number of units, increases in response times will also increase. The Wheels Rolling Time is an important controllable factor in the response time and EMS carefully monitors this statistic to ensure that ambulances are moving towards the call for service as quickly as possible.					
Response Time (Average)	09:43	09:17	09:53	09:18	09:30
Average Wheels Rolling Time	00:69	01:27	00:68	01:17	01:30
Stay Up Stay Active					
Community Paramedic Initiated Visits	28	26	30	60	75

FY 2020-21 Objectives

- EMS will review strategic placement of stations, units, and response zones all to identify an attainable average response time by reviewing data provided by CAD and MARVLIS.
- EMS improve adherence to five nationally compared clinical care metrics. We will review data to compare our current performance to the national average, incorporate training initiatives and follow up to assess improvement. These metrics include Stroke Assessment Performance, Airway Monitoring, 12 Lead ECG and Aspirin use in Chest Pain, and surveillance of opiate overdoses.
- EMS will improve professional development opportunities for EMTs, Paramedics, Field Training Officers and EMS Supervisors through leadership development and management opportunities to enhance skills as well as emotional development.
- EMS will improve EMT skills development, career growth, and expand basic life support dispatch and transport opportunities.
- EMS will select four full time EMTs for participation in the 20/21 paramedic academy.
- EMS will continue to grow and improve the community paramedic program to include post overdose response, enhanced Stay Up and Active Referral, and engagement with community partners.

Divisions: Communications and E-911

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Public Safety Communications						
General Fund						
Expenditures						
Operations	152,112	204,348	206,471	157,401	394,798	388,654
Personnel Services	2,461,705	3,006,496	3,048,751	2,527,128	3,103,745	3,090,080
Recurring Capital	1,188	-	1,000	-	418,099	52,934
Total Division Expenditures	2,615,006	3,210,844	3,256,222	2,684,529	3,916,642	3,531,668
Net Cost (Fund)	2,615,006	3,210,844	3,256,222	2,684,529	3,916,642	3,531,668

Emergency Services

E 911

E911 Fund

Expenditures

Operations	717,914	768,078	777,838	751,009	755,471	755,471
Recurring Capital	623,910	-	4,185	4,185	-	-
Total Division Expenditures	1,341,824	768,078	782,023	755,194	755,471	755,471
Offsetting Revenues	(745,018)	(768,078)	(782,023)	(573,225)	(755,471)	(755,471)
Net Cost (Fund)	596,806	-	0	181,969	-	-

Major Services

- 24 hours Public Safety Answering Point (PSAP) for residents and visitors requiring emergency and non-emergency assistance.
- Dispatch all law enforcement, EMS and fire resources to respond to the needs of the community and partner counties. Monitor and respond to all public safety agency requests through various mediums of communication to provide information and oversee safety of responders.
- Coordinate and dispatch calls with IAED Dispatch System Protocols to provide the most accurate resource and provide pre-arrival and post-dispatch instructions to the caller/patient until trained personnel arrive on scene.
- Maintain all 9-1-1 records and produce duplicated recordings/logs/database information as requested by the agencies, residents, businesses and attorneys as outlined by NC GS 132-1.4 and GS 132-1.5.

FY 2019-20 Outcomes

- The 9-1-1 Backup Center was completed, and then upgraded to act as the primary 911 center for Orange County due to building issues.
- Continuing to use EcATS as the standard measuring tool for accuracy of 9-1-1 call data. EcATS has enhanced the capability of the tool to measure individual positions by employee name providing for a more accurate view of each employee's performance.
- Completed 2 Academies, retaining 3 new Telecommunicators. Current academy still in process with 2 trainees slated for completion in September 2020. 2 Trainees were not able to complete academy in budget year.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Increasing Protocol compliance to assure we are providing excellent service to the multitude of calls into the 911 Center.					
Total 911 calls received	87,007	87,044	87,600	87,500	87,800
Total Administrative calls received	130,864	128,575	129,000	127,600	129,000
IAED Emergency Medical Dispatch Protocol Compliance		41%	55%	60%	70%

FY 2020-21 Objectives

- Continue collaborations with surrounding PSAPs developing CAD to CAD interface to provide faster notification of resources for large scale events and transfer of calls for resident and visitors on borderline calls.
- Focus on health and wellness for telecommunicators with a balance of home and work life as we continue to increase staffing.
- Continue working with our partner agencies in trying to reduce dispatch times by looking at new processes and automating paging processes.
- Work with our partner agencies to assure that closest and appropriate resources are dispatch for response.

Emergency Services

- Equip Primary PSAP, complete redundant testing, and move 911 operations back into the primary center.
- Complete transition to NC Statewide ESInet that provides 911 call delivery, providing better data and call sharing between PSAPs in NC.

Department Name: Fire Marshal Division

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Fire Marshal						
General Fund						
Expenditures						
Operations	73,585	18,118	18,118	60,321	29,476	14,103
Personnel Services	259,609	261,326	265,739	268,743	270,305	270,300
Total Division Expenditures	333,194	279,444	283,857	329,064	299,781	284,403
Offsetting Revenues	(22,554)	(18,500)	(18,500)	(22,000)	(21,000)	(21,000)
Net Cost (Fund)	310,640	260,944	265,357	307,064	278,781	263,403

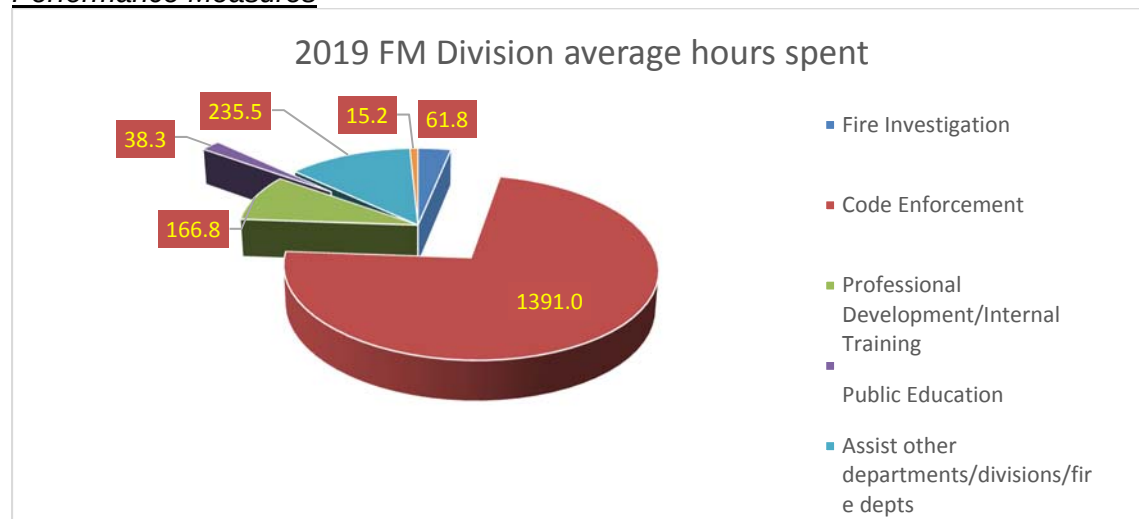
Major Services

- Community Risk Reduction through 5 E's of fire prevention.
- Fire and Life Safety Education
- Fire Code Inspection Services - Engineering Codes and Plan Review through...
- Enactment and Enforcement
- Economic Incentives
- Emergency Response to include Fire Investigation

FY 2019-20 Outcomes

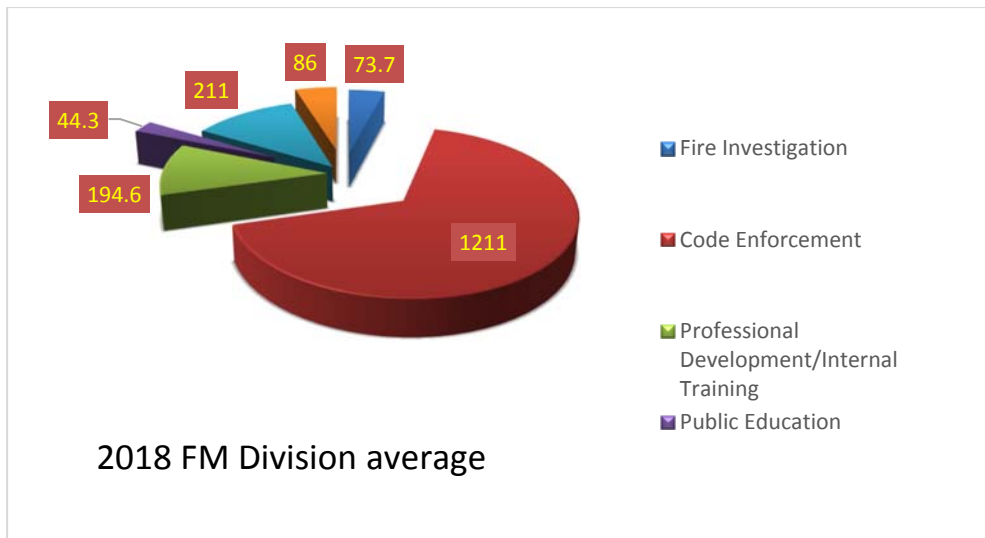
- Adjusting to the fire inspection software through Energov
- Fire department contracts signed

Performance Measures

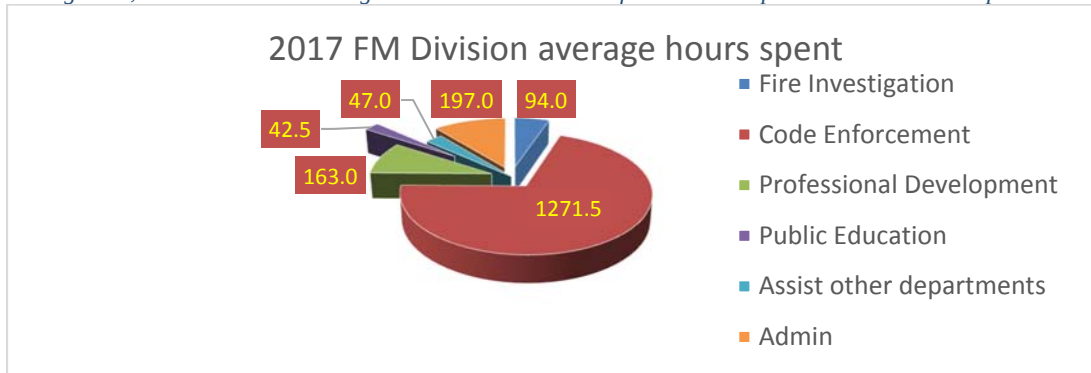


During 2019, the FM Division averaged 1391 hours on code enforcement compared to 38.3 hours on public education.

Emergency Services

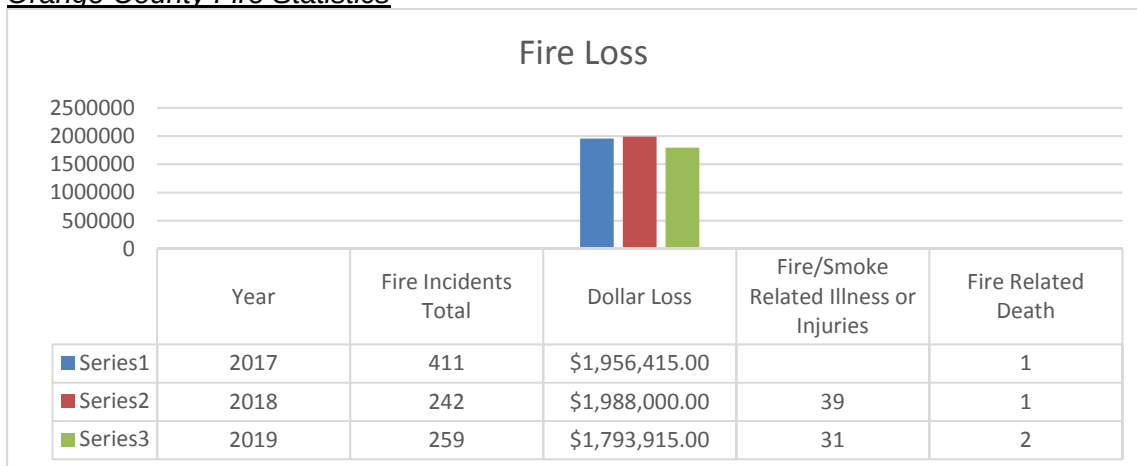


During 2018, the FM Division averaged 1211 hours on code enforcement compared to 44.3 hours on public education.



During 2017, the FM Division averaged 1271.5 hours on code enforcement compared to 42.5 hours on public education.

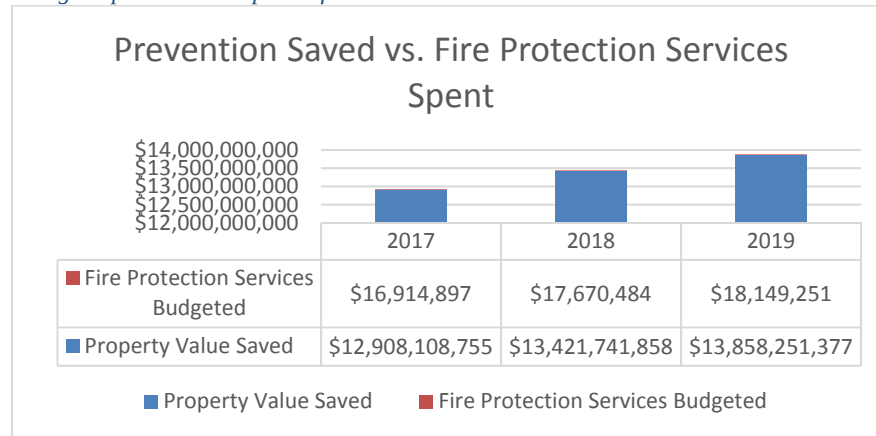
Orange County Fire Statistics



Emergency Services

Figure 4 - 2019 Dollar loss doesn't account for complete total dollar until all fire departments report 2019 stats which are due by March 31, 2020

Table 1 2017 Fire/Smoke illness/injury data provided by EMS can't be depicted under the same parameters as 2018 - 2019 due to change in patient care report software



- The first E in fire prevention is fire and life safety education. Regulatory requirements through fire inspection services, training, fire investigations and other administrative work keeps our division inherently busy. While community risk reduction is our mission, our efforts aren't spent in fire and life safety education like we would prefer. Increasing the fire marshal division's hours spent towards public education has the opportunity to increase property value saved, decrease dollars and reduce fire related injuries/deaths in our community.
- Our goal is to have a fire safe community where lives and property are never impacted by the dangers of fire. "Every fire emergency is a prevention failure". "If it's predictable, it's preventable".

FY 2020-21 Objectives

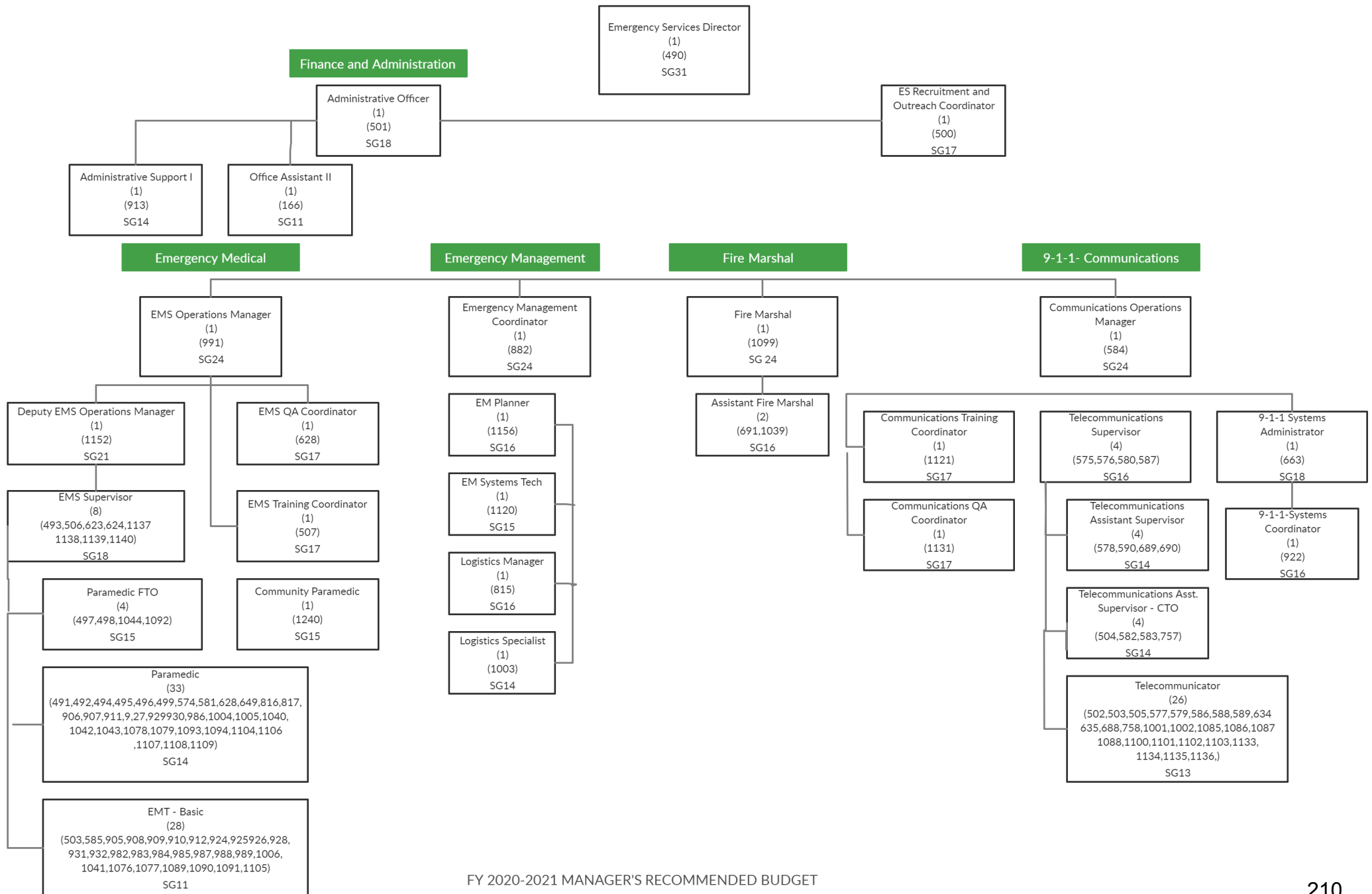
- Reduce the risk in our communities by creating a community risk reduction coalition with guidance following NFPA 1300.
- Provide comprehensive occupational medical evaluations for pre-cancer screening to fire investigators due the high risk of occupational cancers.
- Host a summit to bring awareness to stakeholders creating dialogue for economic incentives toward fire safety initiatives.
- Utilize a third party reporting system to obtain and maintain fire protection systems.

Budget Highlights

The FY 2020-21 Manager's Recommended Budget includes:

- Near base funding for personnel and operations.
- Reductions to travel and training budgets as part of economic contingency plan to assist in countering the fiscal impact from the COVID-19 pandemic.
- \$65k increase in contracts due to system upgrade and other administrative agreements.
- \$145k of recurring capital funding for priority emergency medical services equipment, maintenance, and replacement items.
- \$52k of recurring capital funding for computer-aided dispatch hardware refresh for end of life PCs and servers for 911 system.

Emergency Services



Finance & Administrative Services

(919) 245-2450

orangecountync.gov/finance

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>By Category (General Fund)</i>						Account: 230
Personnel Services	1,236,976	1,273,728	1,329,826	1,301,969	1,373,236	1,373,236
Operations	201,618	260,990	342,144	281,722	251,490	233,017
Capital Outlay	2,022	0	0	590	0	0
Total Expenditures	\$ 1,440,617	\$ 1,534,718	\$ 1,671,970	\$ 1,584,281	\$ 1,624,726	\$ 1,606,253
County Costs (net)	\$ 1,440,617	\$ 1,534,718	\$ 1,671,970	\$ 1,584,281	\$ 1,624,726	\$ 1,606,253
Total Finance and Administrative Services and Related Expenditures	\$ 1,440,617	\$ 1,534,718	\$ 1,671,970	\$ 1,584,281	\$ 1,624,726	\$ 1,606,253

Mission Statement

The Department strives to be a strategic partner in providing fiscal leadership, excellent service delivery, and financial accountability for all residents and stakeholders.

Finance and Administrative Services: Finance and Purchasing Division

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>Finance Office (General Fund)</i>						
Personnel	890,601	897,714	947,336	911,262	987,562	987,562
Operations	188,240	242,829	322,633	267,112	233,829	219,448
Recurring Capital	300	0	0	590	0	0
Total Finance Office Expenditures	\$ 1,079,141	\$ 1,140,543	\$ 1,269,969	\$ 1,178,964	\$ 1,221,391	\$ 1,207,010
County Costs (net)	\$ 1,079,141	\$ 1,140,543	\$ 1,269,969	\$ 1,178,964	\$ 1,221,391	\$ 1,207,010
Total Expenditures	\$ 1,079,141	\$ 1,140,543	\$ 1,269,969	\$ 1,178,964	\$ 1,221,391	\$ 1,207,010

Major Services

- Complete the Comprehensive Annual Financial Report (CAFR).
- Provide transparent financial data through the Popular Annual Financial Report (PAFR).
- Maintain the County's sound financial condition through accounting and internal controls, in accordance with the Generally Accepted Accounting Principles (GAAP) and North Carolina General Statutes.
- Prompt and efficient payment of all County obligations.
- Adhere to County fiscal policies and department standard operating procedures.

FY 2019-20 Outcomes

- Ensure compliance with the Manager's Economic Contingency Plan to offset Revenue declines from the COVID-19 pandemic

Finance & Administrative Services – continued

- Support the Manager's and Board initiative to develop funding program with the Economic Development Department and then timely disburse funds to small businesses impacted by the COVID-10 pandemic
- Ensure all County fund balances meets budgeted goals of the County.
- Completed the submittal of the Comprehensive Annual Financial Report to the North Carolina Local Government Commission and received the Award for Excellence in Financial Reporting from the Government Finance and Officers Association for the twenty-eighth year.
- Continue to focus on professional development, training resources, bench strength and cross-training without compromising internal controls.
- Continue focus on Cash Handling audits to ensure strong internal controls at all County cash collection points.
- Continue implementation of Kronos enhancements including expanding use of the Activities Module for tracking project, grant and/or FEMA related expenditures.
- Regular and quarterly financial reporting to ensure compliance with the Fiscal Control Act and taking timely corrective management action.
- Increase Purchase Order threshold from \$500 to \$2,500 to improve procure-to-pay cycle without compromising internal controls

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Unassigned Fund Balance, as percent of General Fund Expenditures (Target: $\geq 16\%$)	16.2 %	16.5 %	16.0 %	16.0%	16.0%
Debt Service, as a percent of General Fund Expenditures (Target: $\leq 15\%$)	12.7 %	13.6%	13.5 %	13.8%	14.3%
% of Invoices not Paid in 30 Days	*	9.0%	1%	9.0%	1%
% of Revenue not Recognized in 30 Days	*	10.7%	1%	8.7%	1%

**New performance measure – not previously tracked.*

FY 2020-21 Objectives

- Business Automation Initiative: to utilize MUNIS Budget Central module to streamline budget submittals for departments during budget development.
- Business Automation Initiative: continue expansion of vendor electronic funds transfers (EFT) to significantly reduce paper checks.
- Business Automation Initiative: continue implementation of Online Vendor Bidding program to ensure streamlined and broader outreach to County vendors.
- Business Automation Initiative: Continue collaboration with Human Resources for automated workflow for Personnel Action Forms.
- Business Automation Initiative: Implement MUNIS Employee Travel Reimbursement through automated workflow
- Enhance Fiscal Year End Close and Review for audit preparation
- Continued and ongoing focus on Cash Handling Audits of County Departments

Finance & Administrative Services – continued

Budget Highlights

- The Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.

Finance and Administrative Services: Budget Division

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>Budget Office (General Fund)</i>						
Personnel	346,375	376,014	382,490	390,707	385,674	385,674
Operations	13,378	18,161	19,511	14,610	17,661	13,569
Recurring Capital	1,723	0	0	0	0	0
Total Budget Office						
Expenditures	\$ 361,476	\$ 394,175	\$ 402,001	\$ 405,317	\$ 403,335	\$ 399,243
County Costs (net)	\$ 361,476	\$ 394,175	\$ 402,001	\$ 405,317	\$ 403,335	\$ 399,243
Total Expenditures	\$ 361,476	\$ 394,175	\$ 402,001	\$ 405,317	\$ 403,335	\$ 399,243

Major Services

- Meet all timelines, as required by the North Carolina Local Government Budget and Fiscal Control Act, and as establish by the Board of County Commissioners (BOCC).
- Produce the County's annual operating budget and five-year Capital Investment Plan (CIP)
- Provide support for special projects, including service delivery models, cost analysis, fee study analysis, emergency operations and performance measurement.
- Provide analytical support for all County departments through technology primarily Microsoft Business Intelligence and financial systems reporting.
- Support the management and coordination of the Outside Agency and Fire Districts funding processes.

FY 2019-20 Outcomes

- Completed two bond transactions for the Northern Campus and General Obligation Referendum Bonds for Orange County Schools during the COVID-19 pandemic
- Utilize Multi-Year Financial Model in development of the General Fund Budgeted Revenues and Expenditures
- Utilize Debt Model as part of the Capital Investment Plan to determine Debt Affordability and Capacity.
- Update County Revenue Manual describing the major sources of income and revenue raising capacity for the General Fund.
- Continue collaboration with Human Resources on use of MUNIS Position Control to enhance tracking County positions and personnel status.

Finance & Administrative Services – continued

- Published the FY 2019-20 Approved Operating and Capital Investment Plan Budgets and delivered to the Board of County Commissioners prior to their first meeting in September, 2019 and posted on the County website.
- Completed the submittal requirements and received the Distinguished Budget Presentation Award from the Government Finance and Officers Association for the twenty-eighth year.
- Provided the Board of County Commissioners with a detailed Financial Report of Revenues and Expenditures on a quarterly basis.

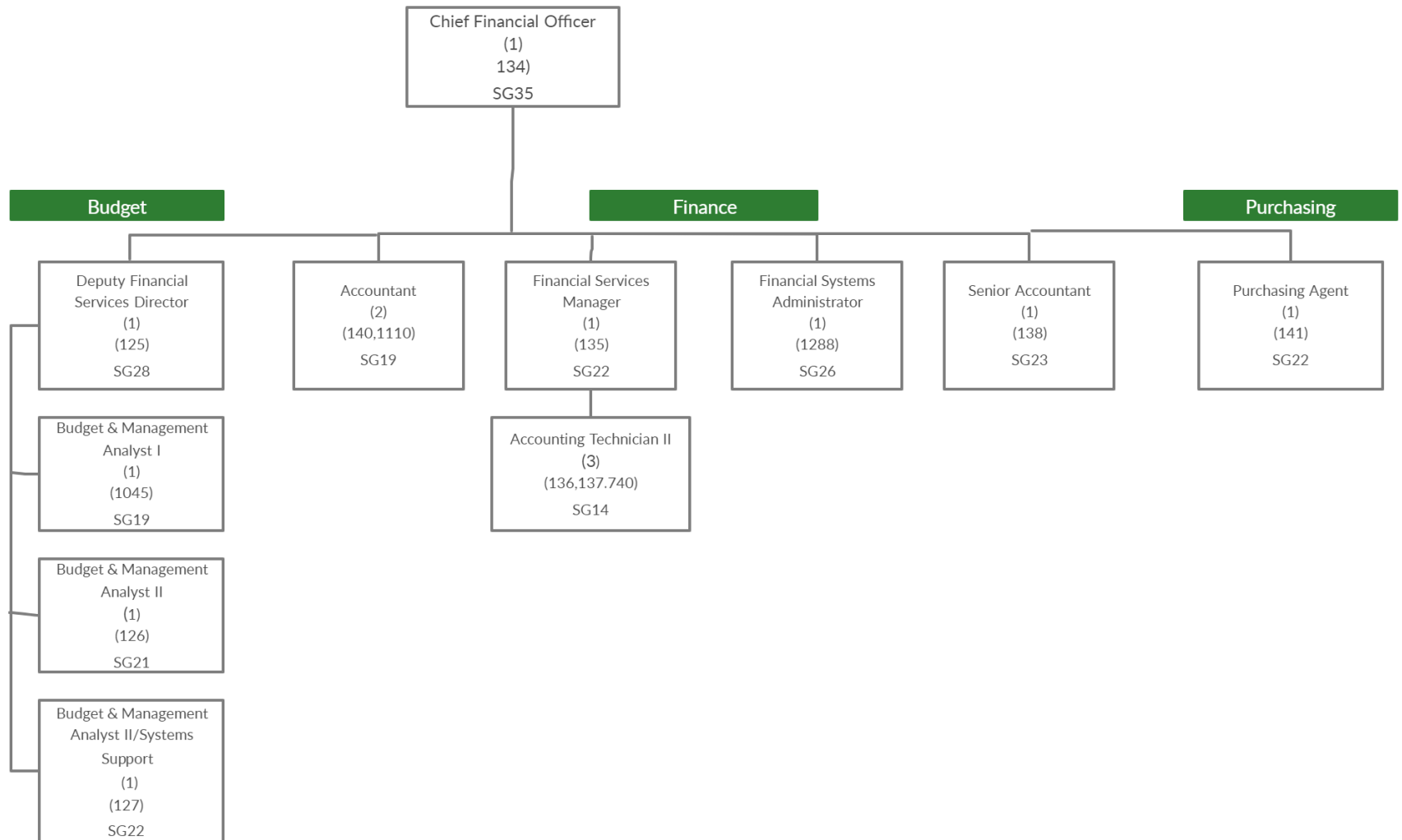
FY 2020-21 Objectives

- Ensure compliance with the Manager's Economic Contingency Plan to offset Revenue declines due to the COVID-19 pandemic
- Publish the FY 2020-21 Approved Operating and Capital Investment Plan Budgets to the Board of County Commissioners at their meeting in September, 2020.
- Continue utilizing Multi-Year Forecast of Revenues and Expenditures to determine key financial trends
- Continue utilizing Debt Model to determine County's Debt Affordability and Capacity.
- Quarterly Reporting of Revenues and Expenditures to County Manager and Commissioners.
- Support the Capital management of Northern Campus project.
- Expand Multi-Year forecasting to include Proprietary, Special Revenue and Internal Service funds.

Budget Highlights

- The Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.

Finance and Administrative Services



Fire Districts

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Fire Districts (Fire District Funds)						
Cedar Grove	320,316	262,145	262,145	262,145	270,163	270,163
Chapel Hill	267,256	271,585	301,585	301,585	275,386	275,386
Damascus	98,157	104,105	104,105	104,105	107,373	107,373
Efland	519,934	523,209	523,209	523,209	541,553	541,553
Eno	798,623	819,205	819,205	819,205	836,169	836,169
Little River	280,696	286,700	286,700	286,700	291,501	291,501
New Hope	661,408	691,422	691,422	691,422	762,214	762,214
Orange Grove	566,139	579,388	579,388	579,388	591,315	591,315
Orange Rural	1,394,043	1,357,369	1,357,369	1,357,369	1,516,816	1,516,816
South Orange	567,376	575,344	575,344	575,344	586,324	586,324
Southern Triangle	232,706	251,534	251,534	251,534	255,080	255,080
White Cross	493,220	590,714	590,714	590,714	592,586	592,586
Total Fire District Expenditures	\$ 6,199,874	\$ 6,312,720	\$ 6,342,720	\$ 6,342,720	\$ 6,626,480	\$ 6,626,480
Offsetting Revenue	\$ (6,338,135)	\$ (6,312,720)	\$ (6,342,720)	\$ (6,487,877)	\$ (6,626,480)	\$ (6,626,480)
Net Cost	\$ (138,261)	\$ 0	\$ 0	\$ (145,157)	\$ 0	\$ 0

Fire protection in the unincorporated areas of Orange County is provided in twelve tax supported fire districts. In most districts, fire services are provided under contract with various incorporated volunteer fire departments. In two cases, service is provided to district residents under agreements with municipal fire departments. In addition to fire protection, many of these departments provide first responder and early defibrillation services to medical emergencies within their district. Coordination of these services is provided by Orange County Emergency Services.

It is estimated that there are 540 firefighters and first responders contributing more than 64,500 training and service hours in Orange County.

Fire Districts - continued

Cedar Grove Fire District

\$270,163

- The tax rate for this district is recommended to remain at the current tax rate of 8.10 cents for FY 2020-21.
- In FY 2019-20, the department continued to provide training for personnel and work on maintaining their ISO rating of 6, installed a 60kw generator at Station 2 to provide power during power outage to the building and supply for broadband internet service, and installed water softeners at both stations.
- In FY 2020-21, the department plans to install a generator at Station 1 to provide power during outages, paint both stations, begin pricing the replacement of a 34 year old brush truck, and continue recruitment of volunteers.
- Their Five-Year plan includes replacing the 34 year old brush truck, pricing the replacement of the Engine at Station 2, and continue to recruit additional members.

Greater Chapel Hill Fire Service District

\$275,386

- This is one of three new Fire Service Districts that replaced existing Fire Protection Districts in FY 2013-14.
- The Town of Chapel Hill provides fire protection for the Greater Chapel Hill Fire Service District.
- The tax rate for this district is recommended to remain at the current tax rate of 14.91 cents for FY 2020-21.

Damascus Fire District

\$107,373

Southern Triangle Fire Service District

\$255,080

- The North Chatham Fire Department will continue to contract with Orange County to provide fire services to the citizens in both the Damascus Fire Protection District and the new Southern Triangle Fire Service District within Orange County. There will be a separate agreement for the Damascus Fire Protection District since a different NC General Statute provides the County authority to contract for Fire Protection.
- The Southern Triangle Fire Service District was one of three new Fire Service Districts that replaced Fire Protection Districts in FY 2013-14. There were no changes to the Damascus Fire Protection District.
- The tax rate for both the Damascus Fire Protection District and the Southern Triangle Fire Service District is recommended to remain at the current rate of 10.80 cents for FY 2020-21. This tax rate is consistent with the Chatham County tax rate.

Efland Fire District

\$541,553

- The tax rate for this district is recommended to remain at the current tax rate of 6.78 cents for FY 2020-21.
- In FY 2019-20, the department purchased two LUCAS CPR devices, placing one at each station; paid off their Station 2 loan; purchased land for Station 3 and submitted paperwork to the county to begin construction; completed paperwork through NC OSFM and became their own delivery agency, allowing them to train members with a State certification with no set number of students; members continue training, receiving certifications in EMT, EVD and Fire Officer one; members completed over 3,500 hours in training hours; purchased a new rescue

Fire Districts - continued

tool allowing them to gain equipment for the medium rescue standard; purchased more structural fire fighting gear to replace gear that is going out of date with the ten year life span; continued to be proactive with the threat of cancer in the fire service and purchased hear washer and dryer for Station 2; and continue to work in efforts to reduce their ISO rating.

- In FY 2020-21, the department plans to build Station 3 and have it in operation; and start replacing mobile and portable radios to migrate to a P25 Phase II (or TDMA capable).
- Their Five-Year plan includes the purchase of a new custom Engine with an expected cost of over \$550,000; replace all mobile and portable radios to migrate to a P25 Phase II (or TDMA capable) system; build additional space at Station 2, including bays and storage space and adding crew quarters allowing for paid night time coverage; build a training tower at Station 2 (this is needed for facility training for ISO allowing them to remain in their district during training nights).

Eno Fire District

\$836,169

- The tax rate for this district is recommended to remain at the current tax rate of 9.68 cents for FY 2020-21.
- In FY 2019-20, the department performed upgrades the exterior of Station 1; certified two (2) additional personnel for water rescue; moved EMS into Station 2; improved their ISO rating to a 5; purchased a new SCBA fill station; updated three (3) engine attack hoses and nozzles; purchased a new water rescue boat and motor; and purchased new turnout gear.
- In FY 2020-21, the department will start the process of replacing a 20 year old Engine; replace outdated walkies/mobile radios for one truck; purchase five (5) new pagers and chargers; purchase new turnout gear to replace gear no longer NFPA approved; upgrade certification from light rescue to medium rescue; and perform building enhancements.
- Their Five-Year plan includes replace two (2) 20 year old Fire Engines; replace a 21 year old EMS Unit vehicle; purchase additional walkies/radios (rotating one truck per year until updated); and purchase additional turnout gear to replace older/ outdated gear (along with boots, gloves, and hoodies); and start the process to search for land for a new Station 1 location.

Little River Fire District

\$291,501

- The tax rate for this district is recommended to remain at the current tax rate of 5.92 cents for FY 2020-21.
- In FY 2019-20, the department completed their financial audit; purchased land for Station #2; maintained ISO rating of 5; performed fire prevention and community outreach; continued to recruit volunteers; purchased a new Chief's vehicle; and applied for grants to upgrade equipment.
- In FY 2020-21, the department will continue efforts to maintain ISO rating of 5; apply for additional grants to upgrade mobile radios and firefighting equipment; conduct their annual financial audit; build Station #2; purchase a new Fire engine to replace a 1994 model, and continue fire prevention and community outreach.
- Their Five-Year plan includes continuing to apply for additional grants to upgrade equipment to meet standards; conduct their annual financial audit; research the feasibility of hiring additional part-time staff; maintain their ISO rating of 5, and continue fire prevention and community outreach.

Fire Districts - continued

New Hope Fire District

\$762,214

- The tax rate for this district is recommended to increase by .73 cents, from a current tax rate of 9.94 cents to 10.67 cents, for FY 2020-21. This rate increase is to restructure their staff, add 3 paid positions, and to maintain their current level of service.
- In FY 2019-20, the department has received nine (9) new members; members continue to train for firefighter certification and have completed three new certification courses as EMTs; continue to attend area fire schools for technical training and other specialized courses that are not available locally; the department provided fire prevention/fire safety classes to over 200 children and 50 adults at schools, fire station tours and Camp New Hope; placed a new utility vehicle in service to enhance the unified command system and an off road vehicle to better serve the citizens utilizing Duke Forest and other hard to reach areas of the district; and made improvements to Station 1 by adding new furniture and amenities made by members.
- In FY 2020-21, the department will continue to train members for firefighter certification; train new fire drivers; offer mandatory Emergency Vehicle Driver training; send members to area fire schools for specialized training and ensure that all member receive hazmat and bloodborne pathogens training to meet OSHA requirements; host training events for mutual aid departments to meet ISO training requirements; continue to seek and apply for grants to enhance service delivery and offset operational costs; identify ways to enhance volunteer membership to offset decreasing volunteers response to daytime calls; continue recruitment and retention program and certification training program; provide mandatory Traffic Incident Management System (TIMS) training for all members; install new insulation and repaint the interior of Station 2; provide firefighter physicals for paid employees; and hire three additional full-time drivers.
- Their Five-Year plan includes continuing certification training and offering specialized training courses, including OSHA required training courses; apply for grants for personal protective equipment and communications equipment; revise strategic plans for the department to increase efficiency; maintain a viable volunteer membership; increase pay and improve benefits for both full-time and part-time employees; continue to replace personal protective equipment on rotating basis to meet National Fire Protection Agency requirements; and replace a 17 year old Fire Engine at Station 2 to reduce repair and maintenance costs and enhance fire protection capabilities to the residents in the district.

Orange Grove Fire District

\$591,315

- The tax rate for this district is recommended to remain at the current tax rate of 6.81 cents for FY 2020-21.
- In FY 2019-20, the department added three (3) new volunteers; purchased and deployed a new Combi Tool for rescue; added a fourth defibrillator unit; and ordered a new Fire Engine.
- In FY 2020-21, the department plans to pay off the prior Fire Engine purchased; receive the new Fire Engine; construct storage shed for boat and lawnmower; recruit three (3) new members; and purchase several sets of turnout gear.
- Their Five-Year plan includes continuing ISO improvement plan with goal of reducing homeowner insurance costs; continue collaboration with other county fire departments; continue working relationships with the County; continue and expand member training program to reach 1503 standards; acquire equipment as per NFPA recommendations and update aging equipment; and continue planning for 24 hour EMS base.

Fire Districts - continued

Orange Rural Fire District

\$1,516,816

- The tax rate for this district is recommended to increase by .33 cents, from a current tax rate of 9.15 cents to 9.48 cents for FY 2020-21. This rate increase is to add a full time Chief position, and to cover ongoing increases in worker's compensation insurance. The recommended budget also includes an appropriation of \$89,000 from the district's available fund balance for the replacement of fire suppression equipment and purchase of a vehicle for the new fire chief position.
- In FY 2019-20, the department purchased a decontamination unit for the Station and trucks; certified six (6) employees to car seat technician; hired and certified three (3) firefighters; began the planning phase for Station 4 construction; ordered a replacement Engine; adopted a supplemental (457) retirement plan for employee retention; developed a relocation plan for Station 2; painted Station 2; started target solutions for a standardized training platform; updated the exhaust system in the bays for less maintenance cost; purchased rescue gear to limit employees exposure to cancer causing carcinogens.
- In FY 2020-21, the department plans to hire a full-time Chief position; purchase a Chief's vehicle; make needed repairs at Station 1; have new Engine in service; begin construction of Station 4; and certify four (4) employees to trench rescue, structural collapse, confined space rescue, and car seat technicians.
- Their Five-Year plan includes re-locating Station 2; replace a Tanker; and continue to coordinate with the Town of Hillsborough to move Station 1.

South Orange Fire Service District

\$586,324

- The Town of Carrboro will continue to provide fire protection for the South Orange Fire Insurance District. Fire protection for residents in this district is provided under contract between the County and the Town of Carrboro Fire Department.
- On December 4, 2012, the Town of Carrboro Board of Alderman voted to approve a resolution to modify the existing South Orange Fire Insurance District. This is one of three new Fire Service Districts that replaced existing Fire Protection Districts in FY 2013-14.
- The tax rate for this Service District is recommended to remain at the current tax rate of 9.68 cents for FY 2020-21.

Southern Triangle Fire Service District (See Damascus Fire District)

- Refer to the section regarding Damascus Fire District for this department's information.
- North Chatham Volunteer Fire Department serves people in this district as well as those in the Damascus Fire Protection District.

White Cross Fire District

\$592,586

- The tax rate for this district is recommended to remain at 12.37 cents for FY 2020-21. The recommended budget also includes an appropriation of \$30,000 from the district's available fund balance to help with several overruns and unanticipated costs associated with the installation of the county-wide training tower.
- In FY 2019-20, the department oversaw the installation of the county-wide Fire Training tower located on Mill House Road; hosted train the trainer on the facility for every fire department in the county; wrote and submitted an AFG grant for a regional radio place to include White Cross, Orange Rural, New Hope, Chapel Hill, Cedar Grove, Eno, Orange Grove, and Orange County

Fire Districts - continued

Emergency Services; began 24 hours a day, 7 days a week staffing; replaced a 1985 Squad truck; and hosted monthly International Fire Service Accreditation Congress (IFSAC) certification courses to all Orange County firefighters.

- In FY 2020-21, the department plans to purchase rescue struts and two (2) additional sets of turnout gear and fire hose; continue their rigorous training regiment; prepare for their ISO re-inspection; continue to provide IFSAC training for all interested firefighters; restructure of EMS response to pandemics to include larger surplus of disposable Personal Protective Equipment (PPE).
- Their Five-Year plan includes continuing their systematic replacement of extrication equipment to meet the automotive 2025 steel strength requirements; continue the planning process for replacing an Engine; replace SCBA; and continue their annual replacement plan of turnout gear and radios.

ISO Grades for each Fire District

Fire Districts	0-5 miles	5 to 6 miles	6 miles or greater
Cedar Grove	6	9E	10
Greater Chapel Hill	2	9E	10
Damascus	4	9E	10
Efland	6	9E	10
Eno	5	9E	10
Little River	5	9E	10
New Hope	6	9E	10
Orange Grove	6	9E	10
Orange Rural	5	9E	10
South Orange	5	9E	10
Southern Triangle	4	9E	10
White Cross	5	9E	10

*Grades based on ISO ratings as of May, 2020

Health Department

(919) 245-2400

orangecountync.gov/health

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
General Fund						
Expenditures						
Operations	2,284,286	1,869,402	2,063,090	1,183,420	1,514,500	1,523,722
Personnel Services	7,956,522	8,738,797	8,907,340	8,369,572	9,262,896	8,937,883
Recurring Capital	49,921	-	9,328	9,784	-	-
Total Expenditures	10,290,730	10,608,199	10,979,758	9,562,776	10,777,396	10,461,605
Offsetting Revenues	(3,302,077)	(3,491,498)	(3,547,354)	(3,087,376)	(3,326,563)	(3,144,022)
Net Cost (Fund)	6,988,653	7,116,701	7,432,404	6,475,400	7,450,833	7,317,583

Mission Statement

Our mission is to enhance the quality of life, promote the health, and preserve the environment for all people in Orange County.

Health Department: Financial and Administrative Services Division

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Health Central Administration						
General Fund						
Expenditures						
Operations	130,658	158,944	176,728	102,936	99,126	92,550
Personnel Services	1,036,386	1,063,289	1,070,090	1,088,475	1,026,175	936,643
Recurring Capital	-	-	-	207	-	-
Total Division Expenditures	1,167,044	1,222,233	1,246,818	1,191,618	1,125,301	1,029,193
Offsetting Revenues	(90,041)	(42,921)	(42,921)	(42,921)	(42,921)	(42,921)
Net Cost (Fund)	1,077,003	1,179,312	1,203,897	1,148,697	1,082,380	986,272

Major Services

- Provide administration, operations, financial reporting, statistical analysis, medical billing, technical support services, and language services to the Orange County Health Department and the Board of Health.
- Process all birth and death certificates, burial transit permits, and other vital records in compliance with state general statutes.
- Coordinate Health Department HIPAA privacy and security policies, training requirements, strategic planning, and accreditation standards.

FY 2019-20 Outcomes

- Migrated patient records for 42,000 past patients from former medical records system to a secure network server to ensure continuity of care with current medical records system.
- Held a focus group for Health Department staff to restructure and simplify the travel process.
- In response to an emerging illness, COVID-19, created a communications plan that includes FAQ sheets in seven different languages, press releases, posters, screenclouds, conference calls with Orange County communicators, a website dedicated to the topic and social media posts to keep the community informed of this important topic. NCDHHS used

Health – continued

the FAQ sheets on their website.

- Provided on-site interpretation in seven different languages for approximately 4,000 Limited English Proficiency patient encounters in the medical and dental clinics and completed 125 document translations, covering six different languages.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Vital Records is charged with completing, verifying information, and obtaining the signature of the Health Director on all birth and death certificates before they are sent to the Register of Deeds.					
Outcome Measure: Improve efficiency, effectiveness, and accuracy of Vital Records processing.					
Percentage of errors on death certificates sent to the state	1%		0%		0%
Death Certificates Processed	1,557		1,500		1,500
Birth Certificates Processed	4,405		4,500		4,500
Service: The Human Resources section coordinates the department-wide WPPR process, acts as the liaison to the county HR office, and provides internal personnel management and guidance in accordance with the State Personnel Act.					
Outcome Measure: Improve timely, performance feedback loop between supervisors and staff.					
Performance Measures: Percentage of WPPR's submitted to HR by the specified due date	95%	95%	100%	99%	100%

FY 2020-21 Objectives

- Increase percentage of WPPR's submitted to HR by the specified due date to 100 %. We will achieve this by providing regular reminders to supervisors and holding periodic WPPR trainings for staff and supervisors.
- Decrease death certificate error rate to 0%.

Division: Dental Health Services

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Dental Health						
General Fund						
Expenditures						
Operations	217,519	262,959	259,267	145,885	263,393	273,263
Personnel Services	1,152,631	1,162,809	1,181,799	1,278,617	1,402,891	1,278,283
Recurring Capital	9,576	-	3,692	3,762	-	-
Total Division Expenditures	1,379,726	1,425,768	1,444,758	1,428,264	1,666,284	1,551,546
Offsetting Revenues	(574,176)	(582,477)	(582,477)	(506,627)	(656,056)	(544,046)
Net Cost (Fund)	805,549	843,291	862,281	921,637	1,010,228	1,007,500

Major Services

- Provide routine dental treatment including fillings, extractions, and cleanings to residents of Orange County; primarily to patients who are Medicaid eligible and to those who meet the Federal Poverty Guidelines.

Health – continued

- Provide preventative dental services with a primary focus on children through application of fluoride varnish and dental sealants and on prenatal patients through early oral health evaluation, prophylaxis, and treatment.
- Provide dental education to Orange County residents, emphasizing childcare facilities and elementary schools with a higher percentage of children on free or reduced lunch program.

FY 2019-20 Outcomes

- Utilizing Medicaid Cost Settlement funds, purchased new two (2) chair mobile dental clinic that will serve residents at Southern Human Services Center 2 ½ days per week and next fiscal year also provide screening, preventive and treatment services to elementary, school-aged children in Orange County as well as to residents at community centers, senior centers and long-term care facilities.
- Increased capacity to provide preventive dental services to residents of Orange County through addition of third hygienist.
- Continued presentations at county's New Employee Orientation to promote Dental Clinic services for Orange County employees
- Continued collaboration with WIC to provide dental home for underserved children and pregnant women.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Provide preventive services (oral health screening, cleaning, fluoride, and sealants) to children of Orange County					
Outcome Measure: Increase access to dental health services for children in Orange County.					
Percentage of children age 0 to 17 that received preventive services every 6 months that did not return for treatment of cavities.	NEW	NEW	NEW	93%	93%
Number of children that receive oral health screenings in schools	600	60	600	88	3000
Number of children from screenings that participate in sealant day at clinic	16	0*	20	0	90
Service: Provide dental care to economically disadvantaged Orange County Residents					
Outcome Measure: Increase access to dental health services for economically disadvantaged Orange County residents.					
Number of total dental patient visits	6992	7215	7200	7350	7350
Percentage of Medicaid/Health Choice visits	32%	29%	35%	30%	30%
Service: Provide dental health services to prenatal patients.					
Outcome Measure: Increase dental health services to prenatal patients.					
Percentage of prenatal patients that received dental cleaning and exam services during or after their initial appointment. (new measure)	NEW	NEW	NEW	64%	70%
Total number of prenatal patients seen	94	62	50	86	90

*Bus carrying children to dental clinic for sealants broke down, so no sealants placed

FY 2020-21 Objectives

Health – continued

- Continue seeing patients on the mobile dental clinic 2 ½ days per week at Southern Human Services Center.
- Begin visiting schools with mobile dental clinic in September 2020.
- Begin seeing patients at community centers, senior centers, assisted living facilities and nursing homes in July 2020.
- Continue collaboration with WIC and OCHD Medical Clinic for prenatal and pediatric referrals.

Health: Health Promotion and Education Services

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Health Promotion & Education						
General Fund						
Expenditures						
Operations	770,167	345,940	183,934	107,089	72,199	66,599
Personnel Services	573,590	1,027,929	406,073	371,597	425,993	425,993
Recurring Capital	1,108	-	-	25	-	-
Total Division Expenditures	1,344,865	1,373,869	590,007	478,711	498,192	492,592
Offsetting Revenues	(381,697)	(325,992)	(77,016)	(64,373)	(43,534)	(43,534)
Net Cost (Fund)	963,167	1,047,877	512,991	414,338	454,658	449,058

Major Services

- Lead community assessment, engagement, and coalition building.
- Plan, develop, implement, and evaluate policies and interventions for community health priorities and social determinants of health.
- Collaborate with community partners to provide support on health-related grants, program development, and referral services.
- Prioritize equity, diversity, and inclusion across the breadth of our work.

FY 2019-20 Outcomes

- 2019 Community Health Assessment process consisted of collecting 197 door-to-door surveys, conducting 7 focus groups and 3 listening sessions, analyzing primary and secondary data, creating a final document, and disseminating and promoting findings.
- The BOH Strategic Plan Manager created and implemented a community-wide survey on fluoride. The survey was made available online and promoted through various social media and email outlets as well as hard copies located in our clinics. There were 171 responses to the survey. An analysis of survey was conducted in October and a summary was created. Experts were given a chance to review the summary and create responses based on the top themes of the summary. Once the experts are completed, a full report and recommendation will be created to present to OWASA.
- Distributed 440 boxes of NRT to Freshstart participants and individualized tobacco treatment clients.
- Healthy Homes Coordinator received 21 referrals and conducted 12 home visits (May 2019-January 2020). Rate of success in scheduling a visit has increased 25% since 2018.
*Healthy Homes became a program registered on NCCARE360 to increase access to referrals.
- Healthy Homes Coordinator collaborated with Orange County Head Start and UNC Institute for the Environment to host Healthy Home classes for 10 families.

Health – continued

Performance Measures	2017-18 Actual	2018 -19 Actual	2019-20 Budget	2019-20 Projected	2020-2021 Budget
Service: Provide Healthy Homes Home visits to eligible Orange County residents.					
Outcome Measure: Reduce the number of ED Visits for asthma, after initial Healthy Homes visit.					
Performance measure Percentage of children not visiting ED at 6 months after initial home visit.	0	0	100%	95%	95%
Service: Provide Tobacco Cessation aid and Counseling to all Orange County residents.					
Outcome Measure: Increase the number of participants who attempt to quit after attending Freshstart classes.					
Performance Measure: Percentage of Freshstart participants attending 3 of 4 classes that have a quit attempt at 3 months.	0	0	45%	35%	50%

FY 2020-21 Objectives

- Healthy Carolinians of Orange County will finalize and submit Community Health Actions Plans to be implemented by subcommittees over the next four years.
- Health Equity, a priority of the 2019 Community Health Assessment, will be addressed through the Health Equity Council, Racial Equity Commission, Healthy Carolinians, Board of Health, and the department as a whole.
- Healthy Homes will release a short Healthy Homes video in multiple languages that can be used as a resource.
- BOH will address policies, practices, and procedures outlined in 2020-2024 Strategic Plan that addresses top health priorities identified by the board.
- Increase access to tobacco cessation services through collaboration with NCCARE360 and provide technical assistance and training regarding emerging tobacco related health issues for clinicians, educators, parents and merchants.

Division: Environmental Health Division

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Environmental Health						
General Fund						
Expenditures						
Operations	110,568	113,552	119,451	75,658	109,261	146,160
Personnel Services	1,314,610	1,412,887	1,435,759	1,425,409	1,496,451	1,443,615
Recurring Capital	6,175	-	-	-	-	-
Total Division Expenditures	1,431,353	1,526,439	1,555,210	1,501,067	1,605,712	1,589,775
Offsetting Revenues	(663,577)	(693,361)	(696,361)	(564,554)	(695,815)	(685,046)
Net Cost (Fund)	767,776	833,078	858,849	936,513	909,897	904,729

Health – continued

Major Services

- Assuring proper construction and operation of septic systems and private water wells through permitting, evaluation, inspections, enforcement, and water sampling.
- Assuring proper food handling and food safety in retail food businesses through permitting, evaluation, inspection, and verification visits.
- Assuring sanitation through inspection of lodging facilities, childcare centers, institutions/ rest homes, school buildings, adult day facilities, local confinement, residential care homes, tattoo artists, and other establishments.
- Assuring safe public swimming pools through permitting and regular inspections.
- Prevention of environmental hazards through investigation and assuring abatement of childhood lead hazards, educating the community on mosquito harborages and air quality requests, and referring the community on environmental health matters as needed.

FY 2019-20 Outcomes

Measurable Results

- OSWP applications received a response within the first 14 days.
- Newly constructed wells were sampled within 30 days after operation and results were reported to the owners.
- The Retail Food, Lodging, and Institution program inspections were inspected at a frequency that is required by Law.
- Retail Food program plan reviews receive response within the first 7 days
- Seasonal Public Swimming Pools were inspected during their operational period.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Assure proper construction and operation of septic systems and private water wells through permitting, evaluation, inspections, enforcement, and water sampling.					
Outcome Measure: Improve efficiency and efficacy in processing activities of the OSWP assurance					
Percentage of OSWP applications that receive response within the first 14 days	n/a	n/a	70%	70%	70%
Percentage of WTMP invoices paid within the same fiscal year	97%	92%	92%	95%	95%
Number of New Well Water Samples (newly linked to Well Permits in FY 20-21)	n/a	112	n/a	230	230
Service: Assure proper food handling and food safety in retail food businesses through permitting, evaluation, inspection, and verification visits.					
Outcome Measure: Maintain efficacy levels as inspection demands are increasing					
Percentage of Inspections, permitting, and visits completed annually as required by law, policy, or procedure	100%	100%	100%	100%	100%
Average review time of Retail Food Program plan reviews	21 days	6.5 days	7 days	5 days	7 days
Service: Assure safe public swimming pools through permitting and regular inspections.					

Health – continued

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Outcome Measure: Improve swimming pool water quality and safety by increasing oversight during the operational period					
Public Swimming Pools inspected during the operational period	66%	86%	75%	86%	75%

FY 2020-21 Objectives

- Implement customer service portal to allow for citizens, realtors and researchers independent 24 hour access
- Finish backlog of WTMP for 2020 by March 2021
- Provide public outreach on Environmental Health subjects at least once per month, except July and December.
- Increase staff that are cross-trained in Onsite Water Protection programs and Food and Lodging Inspection programs.
- Finish Racial Equity Phase 1 for five remaining staff

Division: Personal Health

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Personal Health						
General Fund						
Expenditures						
Operations	1,055,374	988,007	1,323,710	751,852	970,521	945,150
Personnel Services	3,879,305	4,071,883	4,813,619	4,205,474	4,911,386	4,853,349
Recurring Capital	33,062	-	5,636	5,790	-	-
Total Division Expenditures	4,967,742	5,059,890	6,142,965	4,963,116	5,881,907	5,798,499
Offsetting Revenues	(1,592,585)	(1,846,747)	(2,148,579)	(1,908,901)	(1,888,237)	(1,828,475)
Net Cost (Fund)	3,375,156	3,213,143	3,994,386	3,054,215	3,993,670	3,970,024

Major Services

- Medical services: Immunizations, Family Planning, Breast and Cervical Cancer Screening, Prenatal and Well Child care, diagnosis and treatment of acute and chronic health conditions, integrated Behavioral Health.
- Investigation, prevention and control of communicable diseases.
- Care coordination/management services for at-risk pregnant women and children with special health care needs; post-partum/newborn home visiting services.
- Medical Nutrition Therapy and Diabetes Self-Management Education.
- Formerly Incarcerated Transitions Program (FIT)

FY 2019-20 Outcomes

- Increased FIT program enrollees by 20%
- Increased Newborn Postpartum Home Visits completed within two weeks of delivery
- Increased number of clinic encounters by 10%
- Increased participation at Community Partner Events

Health – continued

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Connect formerly incarcerated individuals who have a chronic disease, mental illness and/or substance use disorder with appropriate healthcare services and other reentry resources.					
Outcome Measure: Improve access to resources for eligible residents of Orange County.					
Number of clients enrolled in program	n/a	36	n/a	51	55
Percent of clients attending regular medical appointments	n/a	n/a	n/a	n/a	85%
Service: Provide a home visit to women and their newborn child by a registered nurse.					
Outcome Measure: Improve access to postnatal care for eligible residents of Orange County.					
Percentage of home visits made within 2 weeks of delivery	n/a	n/a	n/a	n/a	90%
Percentage of mothers that attended clinical post-partum visit	n/a	n/a	n/a	n/a	90%
Service: Provide medical services to uninsured, underinsured and Medicaid eligible clients					
Outcome Measure: Increase the number of underserved children in the Orange County Community that have a medical home.					
Number of child health visits	n/a	n/a	n/a	1730	1800
Percentage of eligible children appropriately tested for blood lead poisoning	n/a	n/a	n/a	90%	100%

FY 2020-21 Objectives

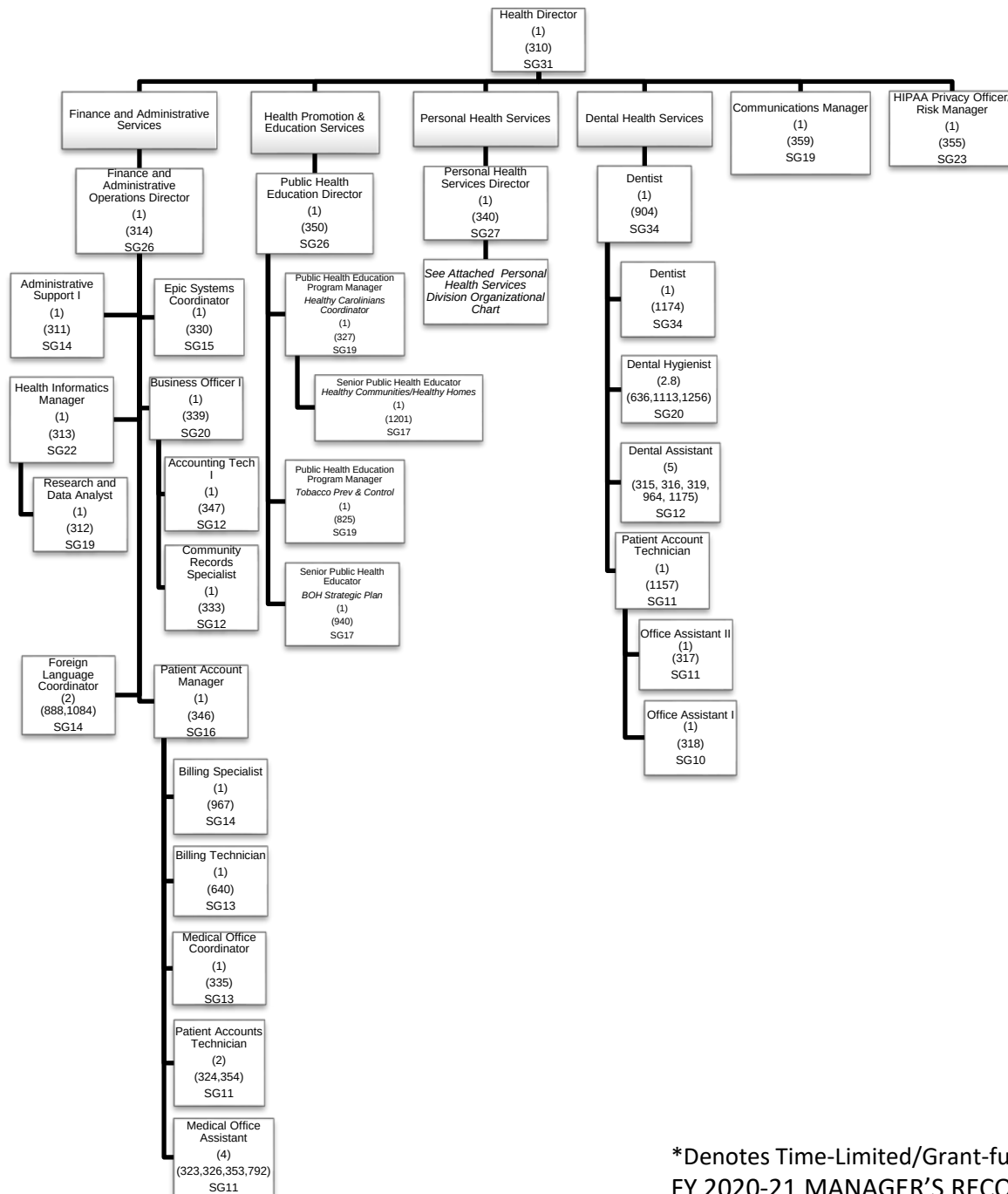
- Increase health department childhood immunization rate to 98%
- Increase health department childhood blood lead screening rate to 100%
- Increase number of Family Planning clients by 10%
- Implement Hepatitis A outreach vaccination events for at risk individuals.

Budget Highlights

The FY 2020-21 Manager's Recommended Budget includes:

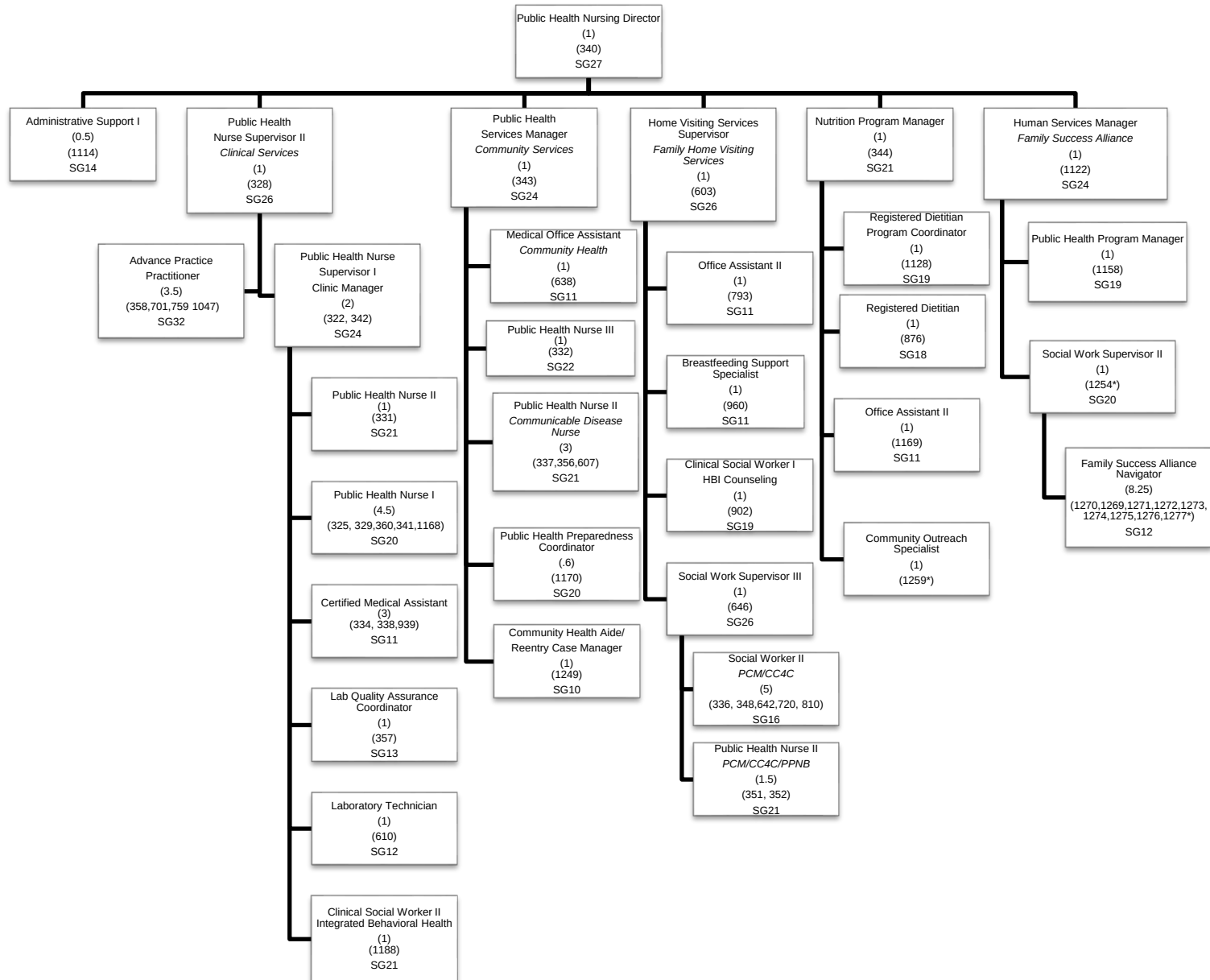
- Reductions to base funding for personnel and operations.
- Revenue reductions of \$345k due to decreased service charges as a result of the fiscal impact of COVID-19.
- Matching expenditure reductions to account for decreased service charges.
- Reduction of travel and training budgets as part of economic contingency plan to assist in countering the fiscal impact from the COVID-19 pandemic.

Health Department



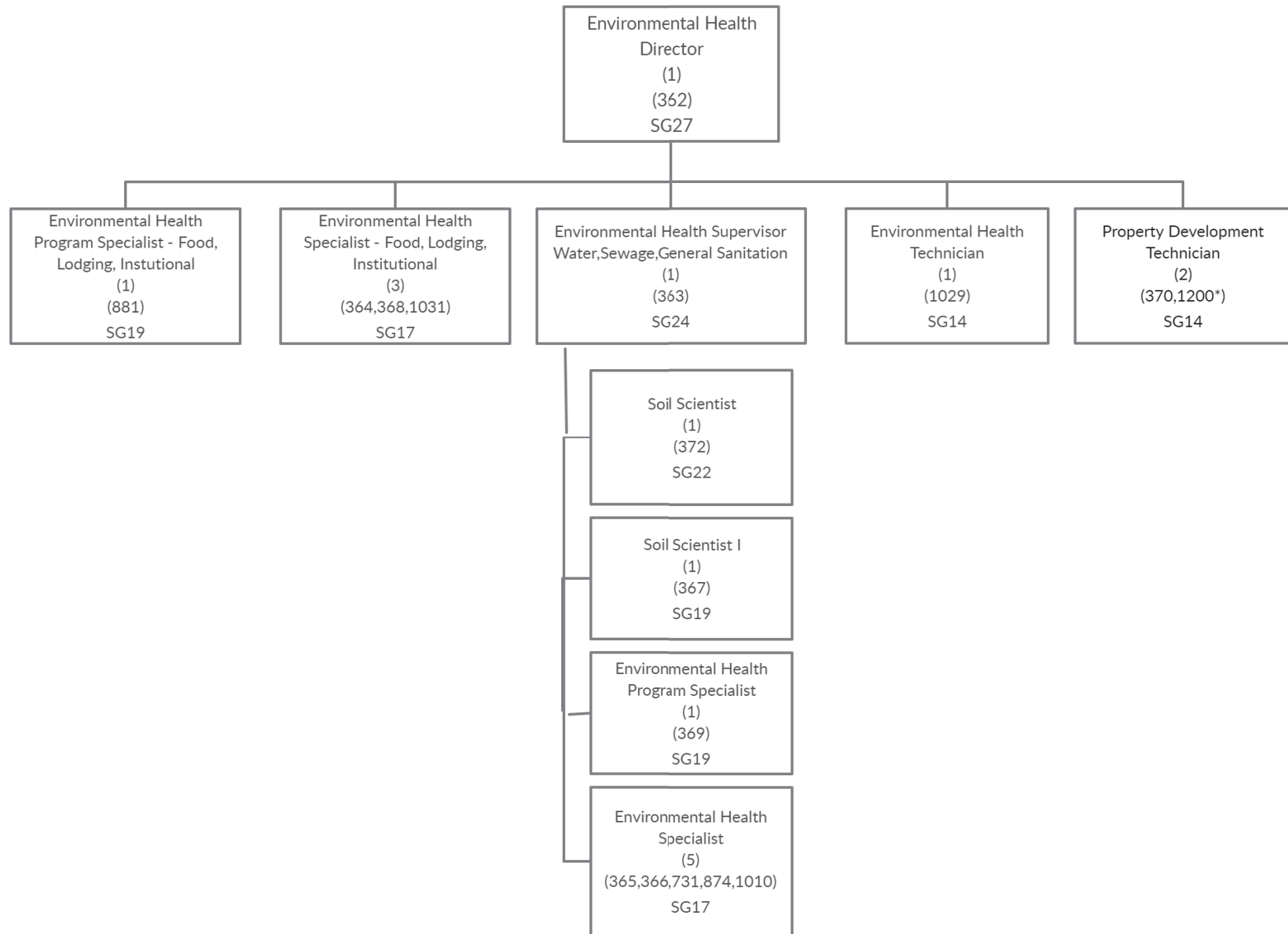
*Denotes Time-Limited/Grant-funded Positions
FY 2020-21 MANAGER'S RECOMMENDED BUDGET

Health Department – Personal Health Services Division



Health Department

Environmental Health Division



* Time Limited Position

Housing and Community Development

(919) 245-2490

orangecountync.gov/housing

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
General Fund						
Expenditures						
Operations	32,066	169,360	170,866	137,438	170,860	162,360
Personnel Services	157,439	164,635	167,144	187,257	197,902	255,915
Recurring Capital	-	-	35,054	292	-	-
Total Expenditures	189,506	333,995	373,064	324,987	368,762	418,275
Net Cost (Fund)	189,506	333,995	373,064	324,987	368,762	418,275
Housing Fund						
Expenditures						
Operations	77,647	91,799	236,659	98,036	216,535	216,535
Other	4,028,760	3,815,893	4,491,639	3,815,893	3,815,893	3,815,893
Personnel Services	373,428	514,632	514,632	429,251	415,861	415,861
Recurring Capital	1,429	-	-	-	-	-
Total Expenditures	4,481,264	4,422,324	5,242,930	4,343,180	4,448,289	4,448,289
Offsetting Revenues						
Outside Revenue	(4,678,317)	(4,201,264)	(5,021,870)	(4,207,142)	(4,201,264)	(4,201,264)
County Contribution	-	(221,060)	(221,060)	(221,060)	(247,025)	(247,025)
Total Offsetting Revenues	(4,678,317)	(4,422,324)	(5,242,930)	(4,428,202)	(4,448,289)	(4,448,289)
Net Cost (Fund)	(197,054)	-	-	(85,022)	-	-
Community Development Fund						
Expenditures						
Operations	623,585	861,556	2,562,785	789,186	1,253,936	1,040,813
Personnel Services	355,054	454,612	680,198	457,624	407,402	383,328
Recurring Capital	-	2,500	14,152	16,514	4,764	2,382
Total Expenditures	978,639	1,318,668	3,257,135	1,263,325	1,666,102	1,426,523
Offsetting Revenues	(387,657)	(578,641)	(2,644,898)	(845,522)	(721,483)	(716,732)
County Contribution	(555,740)	(1,145,903)	(1,645,544)	(1,227,290)	(944,619)	(709,791)
Net Cost (Fund)	35,242	(405,876)	(1,033,307)	(809,487)	-	-

The Housing and Community Development (H&CD) Department is in the process of increasing the utilization and production of our programs and better leveraging our resources in order to better serve the Orange County community. The information contained in this narrative outlines information on some of the department's accomplishments, establishes a few of the main objectives for FY19-20 and discusses those main items that have a budgetary impact.

Mission Statement

The primary mission of the Orange County Housing and Community Development (H&CD) Department is to promote adequate and affordable housing, economic opportunity and a suitable living environment for County residents.

Housing and Community Development: General Administration

Housing and Community Development - continued

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Housing & Community Dev						
General Fund						
Expenditures						
Operations	32,066	169,360	170,866	137,438	170,860	162,360
Personnel Services	157,439	164,635	167,144	187,257	197,902	255,915
Recurring Capital	-	-	35,054	292	-	-
Total Division Expenditures	189,506	333,995	373,064	324,987	368,762	418,275
Net Cost (Fund)	189,506	333,995	373,064	324,987	368,762	418,275

Major Services

- Provides administrative, financial reporting and technical support services to the Orange County Housing and Community Development Department and the Orange County Housing Authority's Housing Choice Voucher Program.
- Provides fiscal support for the Departmental budget and assures compliance with fiscal audit requirements.
- Assists Department Divisions with development and implementation of each division's policies and procedures, compliance with federal, state and local laws and regulations and staff development.

FY 2019-20 Outcomes

- Worked with HR to fill the Housing Specialist vacancy within the Housing Choice Voucher (HCV) Program. The department has two (2) Housing Specialist positions; one was vacant.
- Worked with HR to fill the new Housing and Community Development Program Manager position to manage the County's HOME funding and homeowner rehabilitation programs.
- Worked with HR to fill the Housing Choice Voucher Manager position that was occupied by a contract limited employee.
- Performed an analysis of the Housing Choice Voucher program's utilization and identified that more than 200 vouchers need to be issued in the next fiscal year in order to retain and grow HUD funding for vouchers in the County.
- Significantly increased the number of reimbursements from HUD for HOME-eligible activities.
- Began implementing the Local Rent Supplement Program and are currently working to issue vouchers targeted to those who are not eligible for the HCV program. In process of filling one (1) vacancy, a *Housing Rehabilitation Specialist* to support homeowner rehabilitation work..
- Working to execute a contract with Nan McKay and associates to provide professional support to the HCV program and Orange County Housing Authority in issuing 200 vouchers in the next fiscal year. This includes reclassifying the two (2) housing specialist positions to provide support for this work as well as to provide support for oncoming homelessness positions: coordinated entry specialists (2), rapid rehousing specialist (1)
- Fully partnering with the Orange County Home Preservation Coalition with the goal of utilizing resources more efficiently and effectively across the County and across provider network.

FY 2019-20 Objectives

- Administer the 2020-2021 HOME funds.

Housing and Community Development - continued

- Analyze and map existing resource delivery to identify potential gaps in service delivery and underserved areas. Identify underserved areas and implement outreach plan with the goal of increasing applications to HCD programs, appropriately maximizing funding sources, properly leveraging funding sources, and better serving residents.
- Enhance collaborative efforts with the Orange County Housing Preservation Coalition to better leverage existing resources and more efficiently and effectively deliver services across the County and across service provider network.
- Administer the second round of RFPs for the Affordable Housing Bond Program.
- Refine implementation and continue to administer the Local Voucher Program.
- Increase HCV utilization from ~77% to ~90% by issuing ~200 vouchers.
- With the Human Relations Department, host fair housing training for HCD staff.
- Fully integrate and leverage HCD resources with OCPEH resources and partner network.
- Support the implementation of Coordinated Entry through the CoC grant at Southern Human Services.
- Increase the number of landlords participating in voucher programs through leveraging and coordinating the work of the housing access coordinator and NCHousingSearch/Orange County Opportunity Finder (UNC project).

Budget Highlights

- \$5,000 is requested for program administration funds as it relates to the Affordable Housing Bond Program. These funds will be used to defray environmental assessments and other ancillary costs associated with administering a Bond Program.
- \$100,000 is requested for the second year of the new Local Voucher Program.
- \$100,000 in contract services is requested to contract with Nan McKay to carry out the work of the HCD housing specialists. This will allow the department to grow the program, increase utilization, manage the waitlist, service customers appropriately, and draw down more HUD admin and voucher funding. The issuance of new vouchers needs to happen rapidly and this will allow for a quick and appropriate response in order to retain existing federal resources.

Housing and Community Development: Housing Choice Voucher Program Division (formerly Section 8)

Housing and Community Development - continued

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Voucher Administration						
Housing Fund						
Expenditures						
Operations	77,647	91,799	236,659	98,036	216,535	216,535
Other	4,028,760	3,815,893	4,491,639	3,815,893	3,815,893	3,815,893
Personnel Services	373,428	514,632	514,632	429,251	415,861	415,861
Recurring Capital	1,429	-	-	-	-	-
Total Division Expenditures	4,481,264	4,422,324	5,242,930	4,343,180	4,448,289	4,448,289
Offsetting Revenues	(4,678,317)	(4,422,324)	(5,242,930)	(4,428,202)	(4,448,289)	(4,448,289)
Net Cost (Fund)	(197,054)	-	-	(85,022)	-	-

Major Services

- Assists low income families and individuals in obtaining decent, safe, sanitary and affordable housing in the County at reasonable rental rates by providing rent subsidies to qualified low income families and individuals.
- Ensures that housing obtained meet minimum standards of health and safety as provided in the Orange County Housing Authority's Administrative Plan and as required by HUD.
- Administers a Homeless Demonstration Voucher Preference.
- Collaborates w/the Durham Veterans Administration as it relates to the HUD-VASH Program.
- Offers a Housing Choice Voucher Homeownership Program.
- Undertakes activities to enhance landlord participation and engagement.

FY 2019-20 Outcomes

- Provided rent subsidies to 510 low-income families, to enable them to obtain standard, affordable rental housing within the County.
- Provided rent subsidies to five (5) additional veterans under the HUD-VASH Voucher Program and in conjunction with the Durham Veterans Administration. At this time, five (5) additional VASH vouchers have been recently awarded to assist more program participants.
- Conducted an analysis of the HCV program to find that utilization needs to increase from ~77% to ~90% in order to appropriately utilize program resources and be eligible to draw down future HUD funds for vouchers and admin.
- Updated HCD webpage in order to improve communication with program participants, both tenants and landlords.
- Creation of the local rental assistance program for individuals who are not qualified for the HCV program. The program promotes community-wide planning and strategic use of resources to address the jurisdiction's unmet needs.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Service: Provide rent subsidies to low-income families and individuals leasing standard housing in the County.					

Housing and Community Development - continued

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2018-19 Projected	2019-20 Budget
Number of rental subsidies to low-income households	581	553	600	565	575
Service: Ensure housing procured by voucher holders meet minimum standards of health and safety					
Number of annual housing inspections conducted	581	553	600	590	590
Service: Housing Choice Voucher Holder to Homeownership Program					
Number of Housing Choice Voucher Holders to qualify for Homeownership	11	N/A	0	1	6
Number of Housing Choice Voucher Holders moved to Homeownership	1	1	3	1	6

FY 2019-20 Objectives

- Increase the number of rent subsidies provided to low income families to 575, including providing vouchers to individuals and families with a homeless preference.
- Increase the number of landlords from 195 to 205 participating in the Housing Choice Voucher Program by utilizing enhanced engagement efforts.
- Increase the number of Housing Choice Voucher holders who utilize their Voucher to purchase a home by six (6) additional individuals. Currently, there are four (4) Voucher holders participating in the Homeownership Program. The Department is also partnering with Community Home Trust in order to reestablish and grow the Homeownership program with HCV program participants.
- HCV Program staff will also work to decrease the time (from 60-90 days to 30-60 days) in regards to "lease up" for HCV participants. Outreach and coordination with partners to Orange County residents will be expanded. However, without additional staff and given the limited supply of affordable housing in the County, this goal may be challenging to achieve.

Budget Highlights

- The proposed FY 20-21 Budget includes a request to increase contract services of \$100,000 specific to the Housing Choice Voucher Program.
- The proposed FY 20-21 Budget includes reclassifying the housing specialist positions (2) as support positions for the program. This will result in a cost savings to the County. The Nan McKay contract will provide the housing specialist work for the program and the support roles will act as the front-facing and in-person touches on behalf of the HCV program. These support positions will directly support Orange County consumers and help to upload required customer information to Nan McKay and assist in the processing of customer paperwork.
- The funds requested for Training/Development remain slightly high again this year due to the continued restructure, program refinements and new protocols, as well as changes to the HUD regulations governing the Housing Choice Voucher Program. The training is for both staff and Board members.
- The funds requested for Contract Services covers the annual subscription for client software system, annual update of the utility allowances, annual subscription fee for criminal

Housing and Community Development - continued

background checks, which also include employment and income checks, as well as a contract with Nan McKay to provide remote Housing Choice Voucher administration. In addition, H&CD is working to enhance the experience of HCV landlords by adding an online portal for landlords to better track their rent payments, manage their own data and allow prospective landlords the ability to enter their properties as potential units for rent. Further, H&CD is working to make the inspection process more efficient for both landlords and program participants by utilizing an inspection software that can be accessed via tablet while in the field. This will allow data to transmit faster and more efficiently, ensuring that rental units lease up and recertify more quickly, which is in the best interest of the landlord as well as the participant.

- The funds requested for IT supplies and software are for the replacement of desktop computers to laptop computers. This way, HCV staff can work offsite when needed or required. This will cover four (4) laptop computers for existing staff that currently use desktop computers. There is also \$20,000 requested in IT supplies and software to pay for startup costs of new software for inspections to make the inspections process more efficient and the landlord portal that will help in making the program less burdensome for landlords taking vouchers.

Housing and Community Development: Community Development Fund

The second work area division in the department is community development. The Community Development Division includes several programs that promote affordable housing in Orange County, such as the HOME Program and single-family housing rehabilitation and repair programs. These programs are capitalized with local County dollars, as well as federal and state grants. In addition, the department has oversight responsibilities for the Risk Mitigation and Housing Displacement Fund, Affordable Housing Bond Program, and the Affordable Housing Land Banking/Manufactured Home Park Initiative, including a new Displacement Mitigation Assistance Program (D-MAP) and new Revolving Loan Program for Manufactured Home Park Owners. All of these programs are capitalized with local dollars.

Program: HOME Program

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
HOME Program						
Community Development Fund						
HOME Expenditures	314,700	228,282	1,818,670	387,397	673,296	673,296
Offsetting Revenues	(202,052)	(411,705)	(2,367,971)	(678,586)	(445,016)	(445,016)
County Match	-	(30,739)	(65,957)	(65,957)	(36,548)	(36,548)
Additional County Contribution	(212,570)	(191,714)	32,760	(387,397)	(191,732)	(191,732)
Net Cost (Fund)	(99,922)	(405,876)	(582,498)	(744,543)	-	-

Major Services – HOME Program

- Administer funds, in partnership with local non-profits groups, for a wide range of community development activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership and providing direct rental assistance to low-income people.
- Orange County is the lead agency for the Orange County HOME Consortium and leads the reporting, compliance, and application processes each year.

FY 2019-20 Outcomes

Housing and Community Development - continued

- Provided, to date, homeownership assistance to four (4) first-time homebuyers earning between 30% and 80% of area median income.
- Provided funds for acquisition of one (1) unit for rental by low-income tenants and funds for maintenance to benefit 24 rental units occupied by low-income tenants.
- Development of the HOME-funded Tenant Based Rental Assistance (TBRA) program that will provide rent assistance to participants of the County's Rapid Re-Housing Program for people experiencing homelessness. This new TBRA became available in the fall of 2020 when H&CD began administering the rapid re-housing program. HC&D anticipates serving at least ten (10) individuals and/or families.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual (to date)	2020-21 Budget
Service: First Time Homebuyers Programs					
Number of First-time homebuyers assisted	12	11	15	4	5
Service: Housing Rehabilitation Programs					
Number of substandard housing units repaired	10	0	5	24 (number of units benefitting from maintenan ce funds)	0
Service: Acquisition - Rental					
Number of homes purchased for affordable housing	0	0	1	1	0
Service: New Construction - Rental					
Number of units constructed for rental by low-income families	0	80	0	0	48
Service: New Construction - Homeownership					
Number of units constructed for purchase by low-moderate income families	12	0	0	0	0
Services: Tenant Based Rental Assistance					
Number of rental assistance, rent deposits and utility payments	0	0	0	0	10

FY 2020-21 Objectives

- Provide homeownership assistance, through community partners, to five (5) first-time homebuyers earning between 30% and 80% of area median income.
- Provide development funds for a 48-unit apartment building to provide housing for low-income families and individuals.
- Provide rental assistance, including security and utility deposits for ten (10) low and very low income families and individuals.

Housing and Community Development - continued

Budget Highlights

- The Housing Community Development Department anticipates receiving \$374,851 in a federal HOME grant, as well as \$13,000 in Program Income for FY20-21. The HOME Consortium is required to provide \$93,713 in local Match funds. Note that these amounts are subject to change based on the actual HOME award received from HUD.
- There is an additional \$1,000 requested in IT supplies and software to fund tablets and software for the rehabilitation specialists that will allow them to assess needed home repairs more quickly and easily using industry standards.

Program: Local Urgent Repair and Single Family Rehab

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Local Urgent Repair and Single Family Rehab						
Community Development Fund						
Expenditures						
Program Costs and Operations	359,308	561,899	596,850	303,524	331,149	111,149
Personnel Services	132,211	192,448	228,336	202,284	203,759	203,759
Recurring Capital	-	2,500	14,014	16,514	-	-
Total Division Expenditures	491,519	756,847	839,200	522,322	534,908	314,908
County Contribution	(207,388)	(756,847)	(1,377,966)	(522,322)	(534,908)	(314,908)
Net Cost (Fund)	284,131	-	(538,766)	-	-	-

Major Services – Single-Family Housing Rehabilitation Initiative

The Housing Rehabilitation Initiative under the department's Community Development Division addresses the great need in Orange County to preserve the existing housing stock. Many low and moderate income families and individuals do not have the resources to maintain their homes, many of which are old and substandard.

The Single-Family Housing Rehabilitation Initiative has two (2) components, an Urgent Repair Program (URP) and an Essential Single-Family Rehabilitation (ESFR) Program that provides more comprehensive repairs than URP. Both of these programs use state and local funds and can be used to repair manufactured homes. These activities will also be discussed in this section. Funds are leveraged with activities of other local repair programs to ensure units are provided with adequate rehabilitation to improve health, safety, and longevity.

- The Urgent Repair Program addresses health, safety, accessibility or life threatening issues and is available only to low income senior and/or disabled homeowners at 50% AMI. The maximum amount of assistance is typically \$10,000, though County funds may be used on projects above this cap, within reason.
- The Comprehensive Housing Rehabilitation Program provides assistance for homes that have need of more extensive repairs. The maximum assistance is \$75,000.
- Orange County received two (2) grants from the North Carolina Housing Finance Authority for housing rehabilitation activities:
 - o The Urgent Repair Program (URP) provides assistance for low-income senior and/or disabled home owners who are at 50% AMI or below. The County is currently expending 2019 URP funds, and has applied for \$80,000 in 2020 funds.

Housing and Community Development - continued

- o The Essential Single Family Rehabilitation Loan Pool (ESFRLP) provides moderate housing rehabilitation assistance for low income home owners who are at 80% AMI or below. The maximum assistance is \$25,000. The County was awarded a 2020 ESFRLP grant, which will begin July 2020.
- In February 2020, the Department of Housing and Community Development was awarded \$150,000 of the County's Climate Action Tax funds to be used for Supplemental Weatherization. The design of this program is currently underway in collaboration with the County Sustainability Program and the Orange County Home Preservation Coalition.

FY 2019-20 Outcomes

- Ongoing review of eligibility requirements and programmatic offerings of the County's Single-Family Housing Rehabilitation Initiative to identify barriers to providing repairs in a timely manner. The assessment has been completed and program refinement and enhancement continue and are not expected to be completed until June 30, 2020.
- Continued working with other applicable County departments and community partners (the Orange County Home Preservation Coalition) who conduct housing rehabilitation to develop a single portal for low-income homeowners to receive necessary housing repairs and to leverage funds and services for housing rehabilitation activities.
- Completed, to date, three (3) homes using both County and NCHFA Urgent Repair funds, with two (2) additional homes approved and construction pending or underway.
- Completed, to date, ten (10) homes using solely County Urgent Repair funds, with two (2) additional homes approved and construction pending or underway.
- One (1) unit approved and construction pending, to date, using both County and NCHFA Essential Single-Family Housing Rehabilitation funds.
- Three (3) units complete, to date, using County Essential Single-Family Housing Rehabilitation funds, with one (1) additional unit approved and construction pending.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual (to date)	2020-21 Budget
Service: Urgent Repair – Repair needs that pose a threat to the life, safety and/or health of low-income occupants, or that addresses accessibility modifications for an elderly and/or disabled occupant.					
Number of dwelling units repaired	10	10	14	15	20
Service: Single-Family Housing Rehabilitation – Comprehensive and moderate rehab activities for low-income individuals and families.					
Number of dwelling units rehabilitated	0	2	8	3	5
Service: Supplemental Weatherization – Weatherization and other supplemental repair/rehab activities using funds from the County's Climate Action Tax					
Number of dwelling units assisted	0	0	0	0	10

FY 2020-21 Objectives

Housing and Community Development - continued

- Based on the programmatic assessment, develop or revise programmatic guidelines and policies for all housing rehabilitation programs.
- Increase the total number of houses rehabilitated with County and state funds to 25 units in FY 2020-2021.
- Implement the Supplemental Weatherization Program, with a goal of assisting ten (10) units in FY 2020-2021.
- Continue and increase participation in the Home Preservation Coalition (to include reorganizing current program protocols to better align with the Coalitions' needs) and increase utilization of the Coalitions' consolidated online portal for tracking low-income homeowners' applications for home repairs.
- Amend the Urgent Repair procurement policy for state-funded projects to allow use of the County vendor list, rather than necessitating a competitive bid process, in order to increase efficiency of service delivery and improve relationships with local contractors.
- Demo a cost estimation software to improve accuracy of cost estimates for rehabilitation and repair projects, and purchase tablets for Housing Rehabilitation Specialists to use in the field to write scopes of work.

Other Services:

Program: Risk Mitigation and Housing Displacement

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Risk Mitigation and Displacement						
Community Development Fund						
Expenditures						
Operations	25,699	75,000	192,079	160,011	75,000	75,000
Personnel Services	-	-	-	-	-	-
Recurring Capital	-	-	-	-	-	-
Total Division Expenditures	25,699	75,000	192,079	160,011	75,000	75,000
County Contribution	(75,000)	(75,000)	(142,778)	(160,011)	(75,000)	(75,000)
Net Cost (Fund)	(49,301)	-	49,301	-	-	-

The Fund was created to assist in maintaining the number of landlords who participate in various Orange County Voucher and other subsidized programs, assist with housing stabilization, and mitigate displacement of low and very low income residents, as well as prevent homelessness. According to calculations by the Orange County Partnership to End Homelessness, the estimated taxpayer costs of homelessness are up to \$2.4 million each year. By funding activities to prevent homelessness, the County is not only improving the lives of vulnerable residents, but saving the tax dollars of all County residents.

People who are low-income and in need of assistance in order to gain or stabilize in housing are eligible to receive assistance from the Fund. Assistance is provided in three (3) activity areas noted below. The requested FY20-21 Budget amount is also listed with the information below:

- Risk Mitigation (for landlords only) – **(\$33,750)**
- Housing Stabilization (provision of assistance for security deposits, utility connections and rental payments) – **(\$26,250)**
- Displacement Mitigation Due to an Urgent Community Need (i.e., manufactured home park closures) – **(\$15,000)**

Housing and Community Development - continued

Line item transfers can be implemented between the activity areas above to ensure that adequate financial support is available given identified community needs.

Accomplishments to Date

Risk Mitigation: Assisted seven (7) landlords at a cost of \$83,917.90

This includes a \$60,000 renovation project at the Landings. Average reimbursement to landlords, excluding this project, was \$2,989.74

Housing Stabilization: Assisted 43 low- income households at a cost of \$58,751.63

Average amount of assistance per household was \$876.89

Displacement Mitigation: Assisted two (2) families at a cost of \$950.00

The Housing Stabilization fund has been particularly helpful in increasing low-income Orange County residents' ability to access and maintain affordable housing, and assisting the work of the Housing Access Coordinator in providing housing navigation services to low-income households in search of homes. The Towns of Carrboro, Chapel Hill, and Hillsborough operate similar funds, and the H&CD Department is in conversation with the Towns about streamlining the eligibility requirements and operating procedures of all four funds to lower barriers and avoid confusion for applicants.

Manufactured Home Park Initiative

For several years Orange County had a keen interest in addressing a growing community challenge relating to the closure and/or redevelopment of manufactured home parks. In addition, the County also wanted to help mitigate some of the relocation challenges faced by low income individuals and families who were living in the parks slated for closure or redevelopment. The Manufactured Home Park Initiative was created to address this growing community challenge. The Initiative has two (2) components: (1) a \$280,600 Displacement Mitigation Assistance Program (D-MAP) and (2) a \$500,000 Revolving Loan Pool for Manufactured Home Park owners seeking to upgrade or expand their parks.

EmPOWERment, Inc. is providing relocation coordination services under a contract with the County as it relates to the D-MAP.

The funds for both of these activities are included in the Affordable Housing Land Banking and Manufactured Home Park Initiative under the County's Capital Improvement Program (CIP).

Accomplishments to Date

Displacement Mitigation Assistance Program (D-MAP): Five (5) low income families were served. Of this number, three (3) families received assistance. One of the families that received assistance did so as a result of a collaboration between Orange County and Habitat.

Revolving Loan Pool: The initial framework for the new loan program has been completed. Formal guidelines and the launch of the program will take place by September 1, 2020.

Housing and Community Development - continued

Partnership to End Homelessness

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Partnership to End Homelessness						
Community Development Fund						
Expenditures						
Operations	30,839	123,090	213,610	76,364	301,206	308,083
Personnel Services	115,882	135,449	193,443	117,230	76,928	52,854
Recurring Capital	-	-	133	-	4,764	2,382
Total Division Expenditures	146,721	258,539	407,186	193,595	382,898	363,319
Offsetting Revenues	(185,605)	(166,936)	(276,927)	(166,936)	(276,467)	(271,716)
County Contribution	(60,782)	(91,603)	(91,603)	(91,603)	(106,431)	(91,603)
Net Cost (Fund)	(99,666)	-	38,656	(64,944)	-	-

Major Services

- Builds partnerships and coordinates collaboration among stakeholders working to end homelessness in Orange County;
- Manages process for the Continuum of Care (CoC) and Emergency Solution Grant (ESG) annual homeless program funding applications, including grant writing and coordinating funding committees;
- Submits annual reports required by the U.S. Department of Housing and Urban Development (HUD) including the Point-in-Time count, the Housing Inventory Count, the Annual Homeless Assessment Report, the Longitudinal Systems Analysis, and System Performance Measures;
- Works collaboratively with service providers to address unmet local homeless housing and service needs;
- Encourages homeless housing and service providers to adopt best data-driven practices to improve program performance;
- Raises awareness about homelessness in Orange County;
- Assists policymakers, homeless service providers, and other stakeholders to regularly analyze homelessness data to inform decision-making and better understand system needs.

FY 2019-20 Outcomes

- Secured federal funding for homeless programs in Orange County;
- Updated homeless system map and gaps analysis of homeless services in Orange County;
- Worked with service providers on the Home Committee to house the most vulnerable people in Orange County;
- Organized Project Connect event that connected guests with services;
- Expanded coordinated entry through the OC Connect portal, allowing people in housing crisis to connect to needed services and programs.

FY 2019-20 Objectives

Housing and Community Development - continued

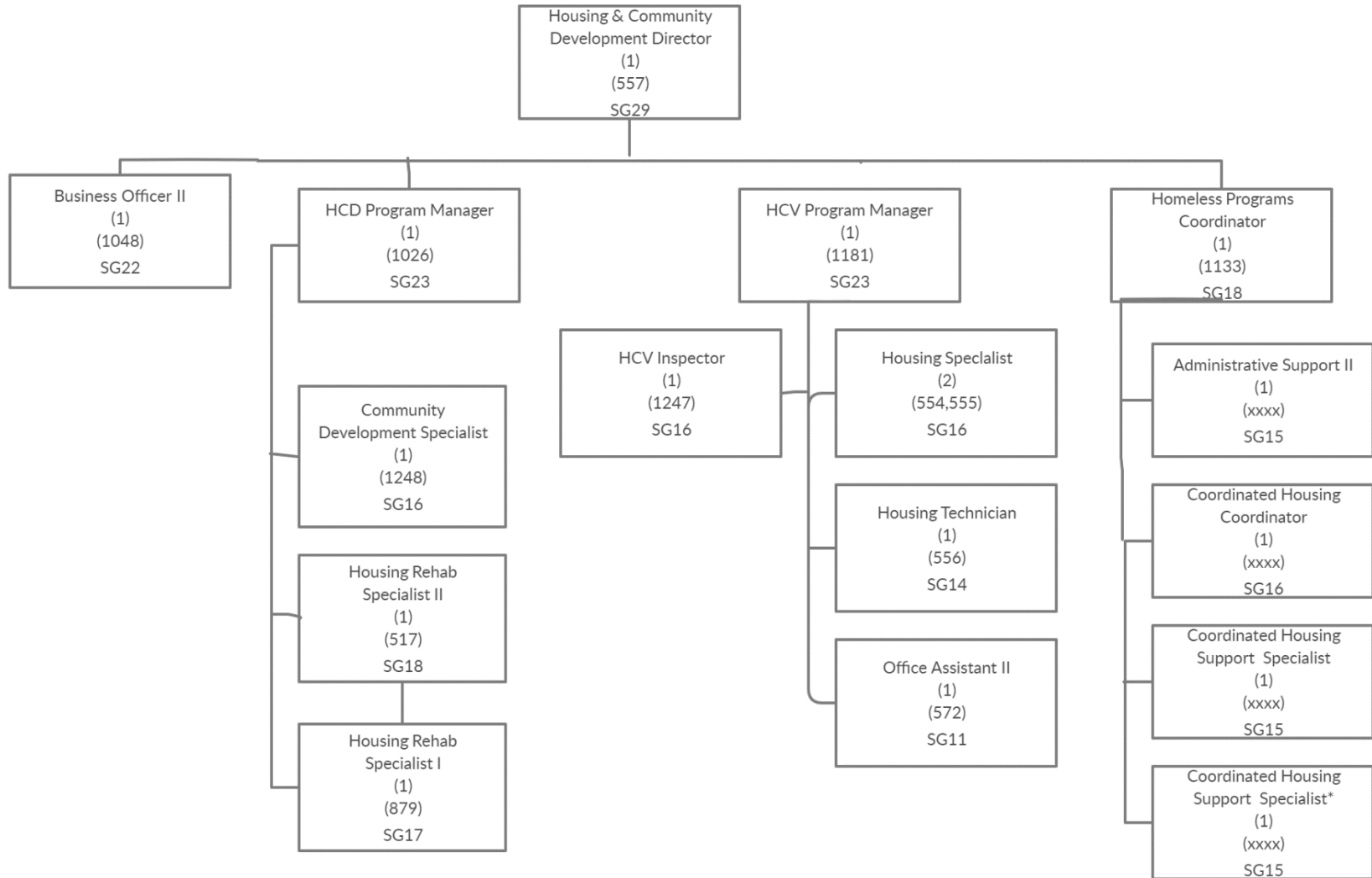
- Partner with County agencies, the Towns, and nonprofit partners to address changes in homelessness due to Coronavirus outbreak
- Continue to work with funders and other stakeholders to fill existing Homeless System Gaps

Budget Highlights

The FY 2020-21 Manager's Recommended Budget includes:

- Carry-forward funding only for local urgent repair and single family rehabilitation program costs.
- Moving of the Partnership to End Homelessness moved the County Manager's Office to the Housing & Community Development.
- Increase to contract services and temporary staff for additional HCV program support.

Housing & Community Development



* Denotes Time Limited

FY2020-2021 MANAGER'S RECOMMENDED BUDGET

Human Resources

Phone Number: (919) 245 - 2550

Website: orangecountync.gov/HR

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>By Category (General Fund)</i>						Account: 250
Personnel Services	875,464	899,101	914,865	922,668	926,357	914,135
Operations	80,275	103,856	119,578	81,042	117,210	92,129
Capital Outlay	1,120	0	0	0	0	0
Total Expenditures	\$ 956,859	\$ 1,002,957	\$ 1,034,443	\$ 1,003,710	\$ 1,043,567	\$ 1,006,264
County Costs (net)	\$ 956,859	\$ 1,002,957	\$ 1,034,443	\$ 1,003,710	\$ 1,043,567	\$ 1,006,264
Total Human Resources and Related Expenditures	\$ 956,859	\$ 1,002,957	\$ 1,034,443	\$ 1,003,710	\$ 1,043,567	\$ 1,006,264

Mission Statement

The Human Resources Department of Orange County provides a full-range of human resource services and programs supporting and promoting an inclusive culture and work environment that is characterized by fair treatment of staff, open communications, personal accountability, trust and mutual respect. Areas of service include competitive recruitment and selection for all County positions (excluding the Sheriff's Department), position classification and pay administration, staff development and training, employee and retiree benefit administration and employee relations.

Department Name: Human Resources

Major Services

- Promoting and recruiting the best qualified people, while recognizing and encouraging the value of diversity in the workplace.
- Providing a competitive salary and benefits package and developing the full potential of our workforce by providing training and development for career enhancement.
- Providing a work atmosphere that is safe, healthy, and secure and conscious of long-term family and community goals.
- Ensuring compliance of employment laws including Drug and Alcohol, Fit for Duty, ADA, and Discrimination Programs and managing employee relation issues in a fair and consistent manner.
- Establishing, administering and effectively communicating sound policies, rules and practices that treat employees with dignity and equality while maintaining company compliance with employment and benefit laws and the Orange County Code of Ordinances.

FY 2019-20 Outcomes

- Complete the launch of NEOGOV PERFORM to all departments.
- Complete compensation and salary grade studies through salary grade 15 and departmental studies and apply appropriate compression adjustments when applicable.
- Complete implementation of the Federal Motor Carrier Safety Administration Drug and Alcohol Clearinghouse changes effective January 2020 applicable to Solid Waste Management Services.

Human Resources – continued

- Complete Diversity, Equity and Inclusion training for approximately 500 employees.
- Launch NEOGOV LEARN for Employee training & Integration for Departments to use LEARN for their training.
- Complete ACA Audit of hours worked for temporary employees and audit temporary hours worked relative to the Personnel Ordinance.
- Relaunch Orange County's Wellness Program to the Orange County Employee community to introduce practices that encourage employees to think holistically about wellness to drive physical and mental health stability.
- Launch Employee Engagement Survey to establish a platform for employee feedback; analyze data to create objectives, drive action deliverables for areas of improvement and benchmark results to drive strong employee engagement and satisfaction. Prepare HR Roadshow to communicate findings with employees.

FY 2020-21 Objectives

- Workforce Planning and Staffing
 - Continue focus on providing fair and equitable hiring practices.
 - Prepare best practice manual to ensure compilation of diverse interview panels and train hiring managers to assure non-discriminatory practices during the recruitment and selection process.
 - Focus on centralizing other pre-employment practices among departments including volunteers.
 - Complete compensation and salary grade studies and apply appropriate compression adjustments when applicable.
- Employee Development and Training and Performance Management
 - Centralize training of county departments using NEOGOV LEARN to provide consistency and internal economies of scales; provides means of teaching in-demand skills to employees and creates a shared culture of development and leadership.
 - Provide Diversity, Equity and Inclusion Training to employees and continue to work with the DEI Leadership Team to promote awareness.
 - Work with directors to partner with Human Resources in providing FISH Training to improve employee customer service delivery to the public and to internal departments.
- Employee Relations
 - Provide guidance manual regarding grievance and appeal rights to employees covered by the North Carolina State Human Resources Act.
 - Continue performing Job Study Assessments to ensure classifications with physical requirements are evaluated and updated appropriately through the Fit for Duty program.
 - Continue to assist employees with ADA Reasonable Accommodations requests and mandatory referrals for Employee Assistance Program (EAP) to address employee relations issues, retention and substance abuse.
- Employee Engagement, Wellness and Benefits
 - Manage the business relationship with the North Carolina Insurance Pool (NCHIP) to ensure that our benefits are being administered successfully.
 - Provide excellent customer service and education of Orange County's benefits – services and programs to employees, retirees and their dependents to ensure that we are market competitive, meeting individual needs and assuring optimal health and wellness to drive successful productivity to our employees; analyze and evaluate market practices and make necessary changes when warranted.

Human Resources – continued

- Manage the business relationship with Business Solver, our benefits technology system administrator to obtain thorough knowledge of the system (Benefits Solver), direct modification to previous system implementation to correct system issues and drive successful outcomes of system usage to be able to deliver Employee Self Service usage.
- Provide communication of 2019 employee engagement results directly to employees and establish metrics based on 2019 results and put defined issues/opportunities in motion for change and resend survey October 2020 to measure progress. Subjects of measure will include commitment to organization, trust in management, cooperation and effort and involvement.
- Continue participation in Employee Advocacy Roundtable and Wellness Committee Meetings.
- Administration Services
 - Review the Orange County Code of Ordinances Chapter 28 and other County Administrative Policies to determine if changes are warranted and make recommendation to the Manager and the Board of County Commissioners.
 - Complete updates to Employee Handbook and Supervisor Handbook.
 - Implement time schedule to address consistency with practices and policies.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Actual	2019-20 Actual to Date (2/2020)
Service: Workforce Planning and Staffing				
average # permanent of employees	806.0	833.5	862.5	902.0
total # of employees separated	98	93	107	80
annual turnover rate	12.16%	11.16%	12.41%	8.87%
Service: Employee Development and Training and Performance Management				
Training Participation Rate:				
Training Participation Rate	10.05%	11.04%	10.32%	11.09%
Performance Review Completion Rate		43.91%	79.30%	45.23%
Performance Rating Distribution				
Exceptional Rating	28.18%	29.5%	34.1%	35.3%
Proficient with Superior Rating	18.95%	22.1%	22.2%	20.6%
Proficient Rating	51.25%	47.0%	41.8%	41.2%
Needs Improvement / Unsatisfactory Rating	1.62%	1.4%	1.9%	2.9%
Service: Recruitment and Selection				
# of Request to Fill Vacancy processed	233	288	304	250
average # of days to approve Request to Fill Vacancy	2.1	5.6	5.5	3.9
average # of days to screen and refer to hire manager	1.4	1.3	1.8	1.8

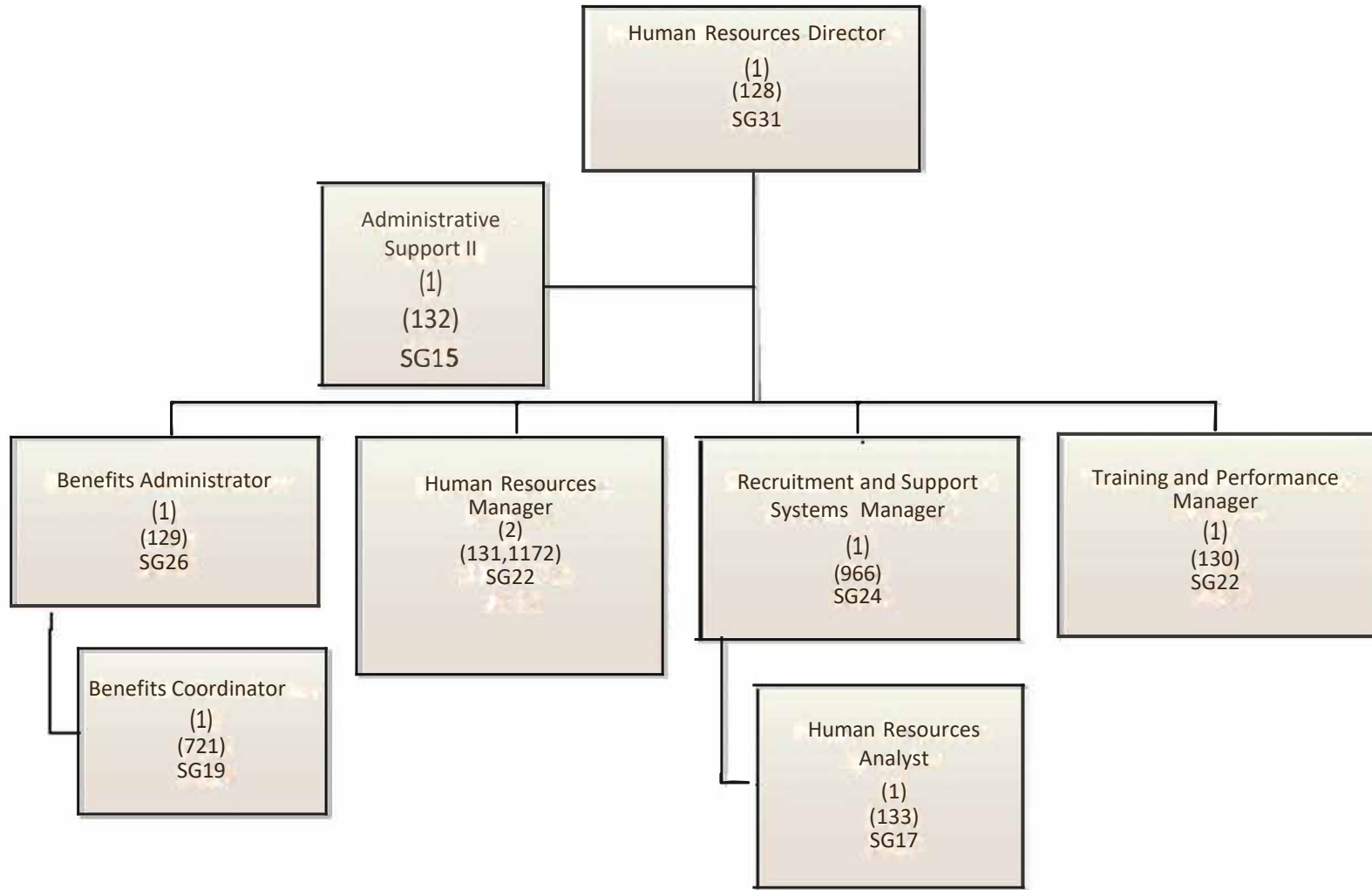
Budget Highlights

- The FY 2020-21 Manager Recommended Budget Includes a reduction in operational funds due to the elimination of travel and training funds as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.
- The FY 2020-21 Manager Recommended Budget includes a reduction of \$8,000 in Recruitment/Selection funds within the Support Services Non-Departmental section as a result of a 12 month hiring freeze on non-Public Safety or Health and Human Services vacant positions as a result of the COVID-19 crisis.

Human Resources – continued

Health and Dental Insurance Fund	
REVENUE	FY 2020/2021
70396001 - ACTIVE/COBRA INSURANCE	
Premium County Paid	\$11,362,374
Premium - Employee Paid	\$2,035,457.20
Other Revenue - Wellness	\$25,000
TOTAL	\$13,422,831
70397001 - PRE-65 RETIREE INSURANCE	
Premium County Paid	\$1,648,357
Premium - Employee Paid	\$165,215
TOTAL	\$1,813,572
70398001 - POST-65 RETIREE INS	
Premium County Paid	\$1,144,767
Premium - Employee Paid	\$21,270
TOTAL	\$1,166,036
	\$16,402,439
Appropriated Fund Balance	\$475,000
TOTAL	\$16,877,439
EXPENSE	FY 2020/2021
70396020 - ACTIVE/COBRA INS OPERS	
Contract Services	\$124,488
Insurance	\$12,623,847
Claims	\$670,596
Taxes and Assessment	\$3,900
TOTAL	\$13,422,831
70397020 - PRE-65 RETIREE INS OPERS	
Insurance	\$1,813,072
Taxes and Assessment	\$500
TOTAL	\$1,813,572
70398020 - POST-65 RETIREE INS OPERS	
Insurance	\$1,166,036
Transfer to General Fund	\$475,000
TOTAL	\$16,877,439

HUMAN RESOURCES



FY 2020-2021 MANAGER'S RECOMMENDED BUDGET

Human Rights & Relations

Phone Number: (919) 245 - 2487

Website: orangecountync.gov/HRR

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>By Category (General Fund)</i>						Account: 460
Personnel Services	250,784	287,886	292,801	268,269	299,064	388,596
Operations	36,264	56,145	56,145	44,502	86,150	55,831
Capital Outlay	0	0	0	0	0	0
Offsetting Revenues	0	(31,650)	(31,650)	(1,000)	0	0
County Costs (net)	\$ 287,048	\$ 312,381	\$ 317,296	\$ 311,771	\$ 385,214	\$ 444,427
Total HHR and Related Expenditures	\$ 287,048	\$ 344,031	\$ 348,946	\$ 312,771	\$ 385,214	\$ 444,427

Mission Statement

The Orange County Department of Human Rights and Relations is dedicated to fostering positive human relations and eliminating discrimination based on race, color, religion, sex, national origin, age, disability, familial status, and veteran status in Orange County. The Department does this by enforcing the Orange County Civil Rights Ordinance, community education, training, and targeted outreach on anti-discrimination laws and the promotion of human relations in the community.

Major Services

- Prevent discriminatory practices in housing and public accommodations through education, outreach and enforcement of the Orange County Civil Rights Ordinance and as a substantial equivalent agency, the Federal Fair Housing Act (Title VIII of the Civil Rights Act of 1968)
- Address racial inequities within Orange County government to improve life outcomes for all racial groups within Orange County.
- Promote community dialogue and address community concerns to improve human relations within Orange County.
- Operate Language Access Services (also referred to as “Limited English Proficiency Program” or “LEP”) Program for Orange County; assess language access needs of the community, and conduct outreach to those communities to enable improves access county government services.
- Act as an administrative and supportive body to the Human Relations Committee

FY 2019-20 Outcomes

- Joined the Government Alliance On Race & Equity (“GARE”)
- Convened an internal Orange County Racial Equity Cohort to attend the North Carolina GARE Racial Equity Training (“One Orange”)
- Received thirty-five (35) fair housing complaint inquires and ten (10) were accepted for investigation.
- Participated in nine (9) LEP Outreach activities.
- Conducted six (6) workshops or presentations.

Human Rights & Relations – *continued*

- Assisted the Human Relations Commission with 1) Community Forums; 2) 30th Annual Pauli Murray Award Ceremony; and 3) Monitoring human rights and relations issues.
- Co-sponsor of the Orange County Community Remembrance Coalition.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Prevent discriminatory practices in housing and public accommodations.					
Number of Complaints Received	N/A	19	10	35	20
Number of Cases Initiated	9	4	10	10	10
Number of Workshops & Presentations	27	28	20	14	20
Service: Assess the needs and conduct outreach to Limited English Proficient communities.					
Number of LEP Outreach Activities	14	13	10	9	10

FY 2020-21 Objectives

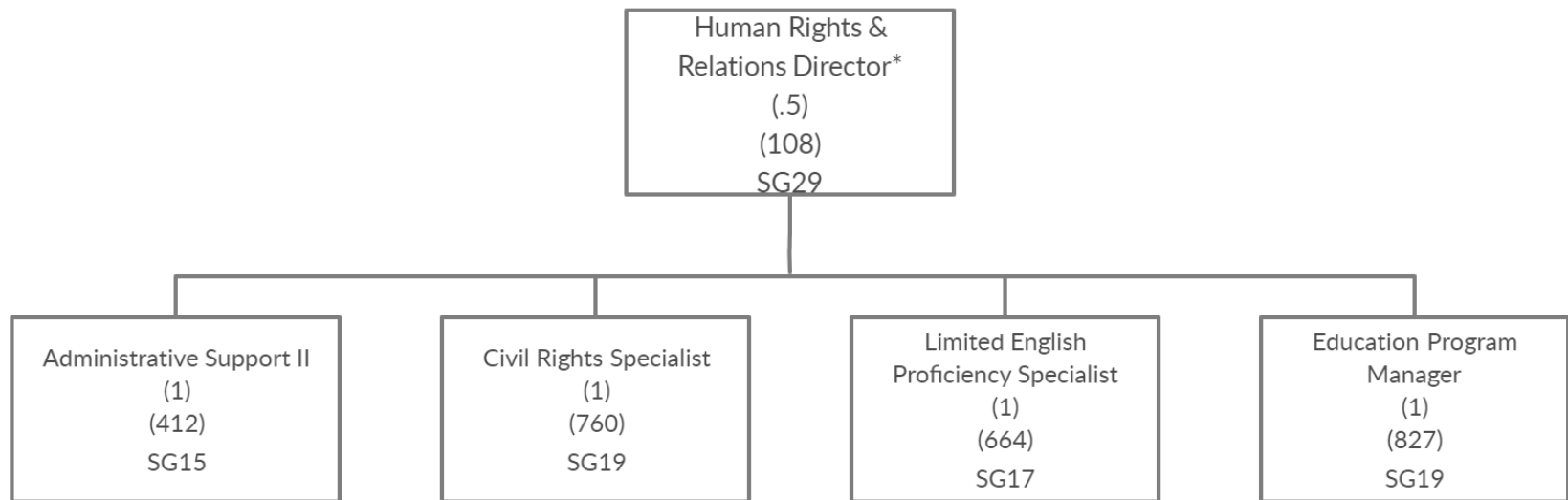
- Racial equity strategic planning to expand and strengthen local and regional collaborations focused on achieving racial equity
- Internally reviewing /strategizing on racial equity issues with Orange County government
- Develop a Racial Equity Index platform through an open data platform to include community data, demographics, benchmarks, and trends
- Receive, investigate and resolve discrimination complaints in the areas of housing, public accommodation and bias related incidents
- Conduct educational, outreach and trainings in the community and internally regarding Fair Housing and the Orange County Civil Rights Ordinance
- Promote dialogue and interaction among diverse sectors of the community

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Reallocation of Education Program Manager from Health Department and related operating expenses to Human Rights and Relations Department.
- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.

Human Rights & Relations Department



Note: .5 Director split between County Attorney's Office and Human Rights & Relations Department

FY2020-2021 MANAGER'S RECOMMENDED BUDGET

Information Technologies

(919) 245-2280

orangecountync.gov/it

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
General Fund						
Expenditures						
Operations	2,136,932	2,393,041	2,526,134	2,063,898	2,259,381	2,213,488
Personnel Services	1,621,171	1,683,573	1,712,324	1,615,025	1,632,616	1,632,616
Recurring Capital	341	-	-	217	-	-
Total Expenditures	3,758,444	4,076,614	4,238,458	3,679,140	3,891,997	3,846,104
Offsetting Revenues	-	(19,645)	(19,645)	-	-	-
Net Cost (Fund)	3,758,444	4,056,969	4,218,813	3,679,140	3,891,997	3,846,104

Mission Statement

To Serve Orange County residents by creating, configuring and maintaining reliable and cost-effective technical solutions for the provision of public services and the protection of County information.

Major Services

- Ensure all Orange County staff members have access to efficient and effective technology
- Provision and support Orange County staff computers, servers, data and voice networking equipment
- Coordinate technology procurement for all Orange County departments
- Protect and preserve Orange County's digital data assets
- Establish security and best practices policies for Orange County computing
- VoIP and Cell Phone Services
- Inter-local IT Engineering Support (Hillsborough, Carrboro and Chapel Hill Police Departments connecting back through the Computer Aided Dispatch System)
- Maintain public wireless Internet services in and around county facilities
- Broadband Education and Statistics
-

FY 2019-20 Outcomes

- Cyber Incident Mitigation and Remediation
- Cyber-security Self Audit (NCSR- Nationwide Cyber Security Review)
- Expand Backup Server Technology
- Staff Relocations / New Facility Setup
- In less than 72 hours convert 500+ staff members into a mobile workforce
- Broadband Pilot
- Support One Stop Voting and Election Day Support for two cycles
- Drug Treatment Court Case Management
- Fleet Management System
- Register of Deeds Software Replacement
- PC replacements

The chart below highlights both the break-fix service levels of the Information Technologies and the more proactive project completion rates. While much of the Operations Team proactively

Information Technologies – continued

works to reduce down time, it is often defined by its ability to quickly react to the very small percent of outages incurred during the business year as well as how fast it processes customer requests at the Help Desk level. The Applications Team tends to be defined by its application programming, project management expertise and its ability to work with other business units to help analyze, manage and track of departmental business needs.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Network and VoIP					
Network Uptime	99.48%	99.87%	99.90%	99.99%	99.90%
Service: Help Desk					
Incoming Trouble Tickets	10,043	10,351	11,000	10,865	11,000
Service Call Resolution within Targets	77.97%	76.15%	80%	81.17%	80%
Service: Disaster Recovery					
Data Backup Success Rates	99.90%	85.00%	99.90%	97.41%	99.90%
Applications & Operations Projects:					
All projects in queue (start of year)	57	54	17	53	24
New projects added to queue	72	28	45	33	45
Closed/completed Projects	75	53	62	62	62
On Hold/Waiting	54	0	0	0	0
Canceled	2	2	0	0	0

*These percentages include failed offsite backup numbers for November 2018 through April 2019.

Local backups were successful at a ratio closer to the budgeted amount, i.e., 99.90%

Collaborative Efforts

- Continue to develop and improve IT Departmental Liaisons through monthly meetings and drills
- Inter-local IT Engineering Support (Hillsborough, Carrboro and Chapel Hill Police Departments connecting back through the Computer Aided Dispatch system)
- Inter-local IT Support (Hillsborough Fiber & Energov support)
- Work with State, local and federal agencies to improve IT security posture
- Work with Carrboro IT to improve Cybrary network services and on connecting the Southern Branch Library
- Health's and Planning's Central Permitting Project
- County-wide Broadband Initiative (State, Other Counties, Residents)
- Support Services Functional Leadership Team
- Work with the Town of Hillsborough on network expansion projects.
- Work with UNC, OWASA, Town of Chapel Hill, Town of Carrboro, Town of Hillsborough, Orange County Schools and Chapel Hill Carrboro City Schools on identifying network resources in order to leverage existing connections to each other's advantage.

Information Technologies – continued

- Work and coordinate with the Town of Carrboro to ensure their new EnerGov permitting software works with Orange County's EnerGov product
- Work and Coordinate with Town of Carrboro on Library project
- Work with individual departments on delivering technology solutions as budgeted

FY 2020-21 Objectives

- PC and printer replacements
- Central Permitting Project customer portal rolled out
- Finish Phase 1 and enter into Phase 2 of Broadband Pilot
- Complete Phase 1 of Town of Hillsborough Orange County fiber build out
- IT security upgrades and expansion

Software Annual Maintenance and Licensing saw an overall 13% decrease in projected cost for the 118 software maintenance agreements Information Technologies manages. This was due to the continued aggressive negotiation of multi-year contracts, support for new applications or added features, and the expansion of existing application support agreements.

New and expanded application support includes the following: security improvements (CarbonBlack, Duo, BitSight, Extrahop), network improvements (Aerohive), drug treatment court case management (AIMS), text archiving pilot (Jatheon), and the replacement of existing software with more effective solutions (KnowBe4 – cybersecurity training and Faster – fleet management).

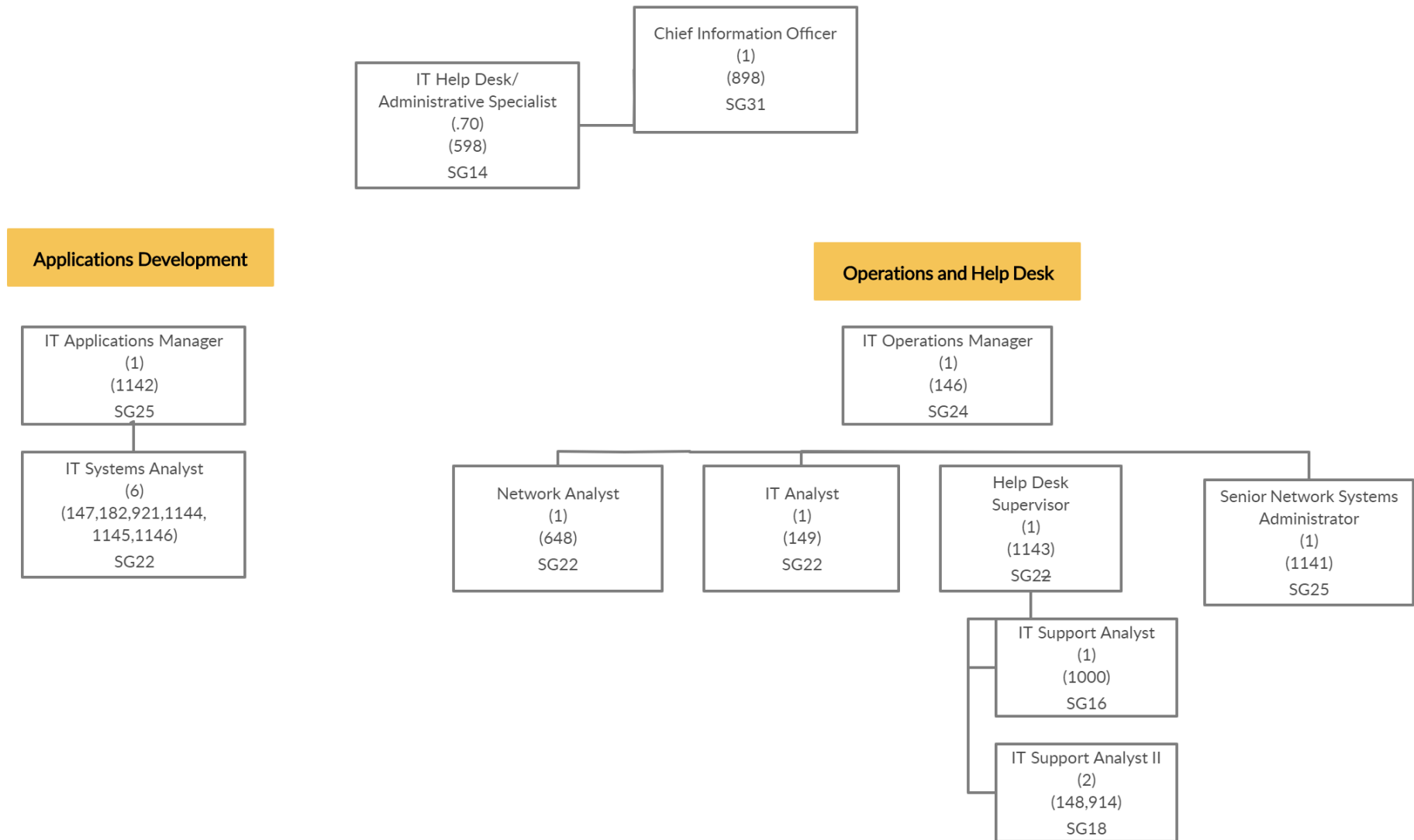
FY21 Annual Maintenance Summary			
	Cost Projected for FY21	\$1,665,997	
	Increase (decrease) over FY20 budget	-\$247,115	
	% Change	-12.9%	
Reason for change	Number of contracts	FY21 Projected - FY20 Projected	% of FY21 Budget
Existing multi-year contract (savings)	12	-\$474,102	28.5%
New multi-year contracts/ending multi-year contracts	14	\$162,682	9.8%
Added services/features	16	\$173,001	10.4%
Decommissioned applications/decreased features	11	-\$35,135	2.1%
General increase on existing annual agreements accounts	53	\$20,629	1.2%
N/A (contracts managed by departments)	12		
Total contracts	118		

Budget Highlights

The FY 2020-21 Manager's Recommended Budget includes:

- Reduction of revenues based on actuals.
- Reduction of travel and training budgets as part of economic contingency plan to assist in countering the fiscal impact from the COVID-19 pandemic.
- Operational savings due to departmental negotiation of multi-year contracts.

Information Technologies



Library Services

Phone Number: (919) 245-2525

Website: orangecountync.gov/library

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>By Category (General Fund)</i>						Account: 500
Personnel Services	1,895,478	1,949,699	1,982,954	1,994,198	2,053,312	2,006,845
Operations	481,270	493,639	512,746	412,560	493,906	476,473
Capital Outlay	7,884	0	1,053	0	6,694	0
Total Expenditures	\$ 2,384,632	\$ 2,443,338	\$ 2,496,753	\$ 2,406,758	\$ 2,553,912	\$ 2,483,318
<i>Offsetting Revenues</i>	<i>(166,668)</i>	<i>(138,597)</i>	<i>(157,313)</i>	<i>(168,625)</i>	<i>(116,742)</i>	<i>(138,597)</i>
County Costs (net)	\$ 2,217,964	\$ 2,304,741	\$ 2,339,440	\$ 2,238,133	\$ 2,437,170	\$ 2,344,721
<i>By Category (Multi-year Grant Fund)</i>						Account: 5000
Personnel Services	65,148	73,915	73,915	73,915	38,027	54,177
Operations	16,050	19,550	19,550	19,550	17,973	23,000
Capital Outlay	0	1,300	1,300	1,300	0	0
Total Expenditures	\$ 81,198	\$ 94,765	\$ 94,765	\$ 94,765	\$ 56,000	\$ 77,177
<i>Offsetting Revenues</i>	<i>(71,198)</i>	<i>(84,765)</i>	<i>(84,765)</i>	<i>(84,765)</i>	<i>(37,500)</i>	<i>(51,177)</i>
County Costs (net)	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 18,500	\$ 26,000
Total Library Services and Related Expenditures	\$ 2,465,830	\$ 2,538,103	\$ 2,591,518	\$ 2,501,523	\$ 2,609,912	\$ 2,560,495

Mission Statement

Our mission statement reflects the commitment we are making to the residents of Orange County.

The Orange County Public Library will set an example for other public libraries by providing safe and welcoming spaces where the people of our community and their ideas can flourish. We will focus our efforts on listening and learning from a broader audience, expanding our reach throughout the county, ensuring that our partnerships are in service to our strategic goals, making our spaces more inclusive, and strengthening our internal and external support systems and relationships.

Strategic Vision

- Engage with Ideas
 - o We will ensure that the library is engaging targeted audiences throughout our community
- Partner for Impact
 - o We will focus and strengthen our strategic partnerships to create opportunities for change in our community
- Build Inclusive Spaces
 - o We will establish physical and digital spaces where all people can come together to connect with each other, share ideas and learn
- Create Stronger Connections
 - o We will strengthen the systems and connections that enable us to better serve our customers

Main Library

Library Services – continued

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Central Library (General Fund)						
Personnel Services	1,693,676	1,757,235	1,786,591	1,807,586	1,847,089	1,801,648
Operations	437,320	439,952	458,853	369,914	440,137	424,930
Capital Outlay	7,884	0	1,053	0	6,694	0
Total Central Library Division Expenditures	\$ 2,138,880	\$ 2,197,187	\$ 2,246,497	\$ 2,177,500	\$ 2,293,920	\$ 2,226,578
Offsetting Revenues	(158,850)	(130,777)	(149,493)	(160,958)	(111,477)	(130,777)
County Costs (net)	\$ 1,980,030	\$ 2,066,410	\$ 2,097,004	\$ 2,016,542	\$ 2,182,443	\$ 2,095,801

Major Services

- Select and provide access to a broad selection of high-interest print and non-print materials for popular reading, watching and listening (books, DVDs and music) and basic information gathering (research).
- Provide public access to free Wi-Fi and up-to-date computers with basic software, internet access and printing capabilities
- Help customers find and utilize library materials and technology.
- Develop and host virtual and on-site programming to support diversity, literacy and learning at all stages of life.
- Serve as a conduit for community engagement.
- Provide meeting and study space to the general public while maintaining health and safety standards.

FY 2019-20 Outcomes

- Secured grant funding for initiatives around health and wellness, entrepreneurship, and to record oral histories of African-Americans in the Hillsborough area.
- With the budget increase from last year, we increased digital collection offerings to include more 24/7 access to books, movies, comics, music and more.
- Expanded early childhood outreach services to include Cedar Grove and Efland Cheeks community centers, 14 childcare centers and 3 elementary schools in the Orange County School district through grants provided by Orange County Partnership for Young Children and Library Services and Technology Act funded by State Library.
- Increased incorporation of the concepts of diversity, equity and inclusion into the development of our collections, services and programs.
- Please note the performance measures reflected where on track to represent increases but due to the unprecedented crisis response to covid-19 services from March 16, 2020 were altered.
- The 2019-2020 projected numbers in this document represent actual numbers as of April 23, 2020. Budget Reflected in 20-21 is with the addition of virtual programming, hold pick up and with respect to updated health and safety practices.

Library Services – continued

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Projected	2019-20 Budget	2020-21 Budget
Service: Engage with Ideas: Use information from existing community outreach and partnership efforts and the strategic planning process to meet people where they are.					
Annual Use / Circulation of Physical Materials	412,886	434,993	310,00	450,000	380,000
Annual Use / Circulation of Digital Materials	15,422	32,091	35,951	30,000	35,000
Items circulated by courier throughout system	8,190	21,741	22,000	25,000	22,000
Number of uses by our meeting spaces for the public	3,195	3,562	2,546	4,000	2,000
Service: Build Inclusive Spaces: We will extend the reach of the library system throughout the county with a new branch location in Carrboro and an improved website. We will continue to support county efforts to increase internet access to all residents.					
Newsletter recipients county wide	1,200	7,500	8,000	8,000	8,500
Catalog visits annually	353,230	342,575	360,000	350,000	360,000
Annual check-outs of Wi-Fi-to-go's	1,231	952	684	1000	1000
Service: Create Stronger Connections: To increase our effectiveness, we will continue to develop our support network, forge relationships with other library systems and foster a customer-focused work culture.					
Number of Interactions with customers within the library or virtually	38,665	44,270	43,000	45,000	35,000
Friends of the Library financial support annually	\$15,000	\$17,151	\$15,090	\$6,000	\$6,000

FY 2020-21 Objectives

- Create a strategic plan for the years 21-24 with a focus on diversity, equity and inclusion, and workplace operations and culture. Evaluate possibility of extending current strategic plan based on the unprecedented crisis response to Covid-19.
- Establish the library as an entrepreneurial learning center through virtual services and activities.
- Provide virtual programming options and hold pick up.

Budget Highlights

The FY 2020-2021 Manager Recommended Budget includes:

- An increase of \$16,000 to provided increased county match to LSTA grant for early child literacy outreach librarian.
- The end of the Orange County Partnership For Young Children grant that supported .35 FTE for early child literacy outreach librarian.
- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.

Main Library (FY 2019-20, 68 Hours per week)

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
9am-8pm	9am-8pm	9am-8pm	9am-8pm	9am-6pm	9am-6pm	12-6pm

Library Services – continued

Carrboro Branch Library – McDougale Middle School

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>Carrboro Branch Library (General Fund)</i>						
Personnel Services	140,465	126,511	129,414	130,337	134,973	134,626
Operations	31,622	38,050	38,256	29,674	38,109	35,956
Capital Outlay	0	0	0	0	0	0
<i>Total Carrboro Branch Library</i>						
<i>Division Expenditures</i>	\$ 172,087	\$ 164,561	\$ 167,670	\$ 160,011	\$ 173,082	\$ 170,582
<i>Offsetting Revenues</i>	(5,488)	(6,470)	(6,470)	(6,470)	(4,465)	(6,470)
<i>County Costs (net)</i>	\$ 166,600	\$ 158,091	\$ 161,200	\$ 153,541	\$ 168,617	\$ 164,112

Major Services

- Select and provide access to a broad selection of high-interest print and non-print materials for popular reading, watching and listening (books, DVDs and music) and basic information gathering (research).
- Provide public access to free Wi-Fi and up-to-date computers with basic software, internet access and printing capabilities
- Help customers find and utilize library materials and technology.
- Develop and host virtual and on-site programming to support diversity, literacy and learning at all stages of life.
- Serve as a conduit for community engagement.
- Provide meeting and study space to the general public while maintaining health and safety standards.

Carrboro Branch Library – (FY 2019-20, 20 hours per week)

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
5–8pm	5–8pm	5–8pm	5–8pm	closed	10am – 2pm	1pm – 5pm

FY 2019-20 Outcomes

- To fit with the school district's new schedule, reduced the operating hours of this location.
- With the budget increase from last year, we increased digital collection offerings to include more 24/7 access to books, movies, comics, music and more.
- Expanded early childhood outreach services to include a preschool in Carrboro.
- Increased incorporation of the concepts of diversity, equity and inclusion into the development of our collections, services and programs.
- Increased visibility of library through non-profit board service and Carrboro Business Alliance committee work.

Library Services – continued

- Please note the performance measures reflected where on track to represent increases but due to the unprecedented crisis response to covid-19 services from March 16, 2020 were altered.
- The 2019-2020 projected numbers in this document represent actual numbers as of April 23, 2020. Budget Reflected in 20-21 is with the addition of virtual programming, hold pick up and with respect to updated health and safety practices.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Track and support usage of CBL					
Circulation of materials	29,846	29,551	25,000	15,000	15,000
Annual number of library visits	19,111	22,496	16,000	10,000	9,000

Budget Highlights

The FY 2020-2021 Manager Recommended Budget includes:

- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.

Cybrary Branch Library

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<u>Cybrary (General Fund)</u>						
Personnel Services	61,337	65,953	66,949	56,275	71,250	70,571
Operations	12,328	15,637	15,637	12,972	15,661	15,587
Capital Outlay	0	0	0	0	0	0
Total Cybrary						
Division Expenditures	\$ 73,665	\$ 81,590	\$ 82,586	\$ 69,247	\$ 86,911	\$ 86,158
Offsetting Revenues	(2,331)	(1,350)	(1,350)	(1,197)	(800)	(1,350)
County Costs (net)	\$ 71,334	\$ 80,240	\$ 81,236	\$ 68,050	\$ 86,111	\$ 84,808

Major Services

- Select and provide access to a broad selection of high-interest print and non-print materials for popular reading, watching and listening (books, DVDs and music) and basic information gathering (research).
- Provide public access to free Wi-Fi and up-to-date computers with basic software, internet access and printing capabilities
- Help customers find and utilize library materials and technology.
- Develop and host virtual and on-site programming to support diversity, literacy and learning at all stages of life.
- Serve as a conduit for community engagement.
- Provide meeting and study space to the general public while maintaining health and safety standards.

Library Services – continued

Cybrary Branch Library – (FY 2019-20, 44 hours per week)

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
9am–5pm	9am-5pm	9am–5pm	9am–5pm	9am-5pm	10am-2pm	closed

FY 2019-20 Outcomes

- To offset reduction in hours at the Carrboro Branch Library, increase hours of operation at this site.
- Added a weekly story time to our program offerings.
- Continued to serve as a site for UNC-Chapel Hill's Community Workshop Series (free computer classes).
- Increased visibility of library through non-profit board service and Carrboro Business Alliance committee work
- Please note the performance measures reflected where on track to represent increases but due to the unprecedented crisis response to covid-19 services from March 16, 2020 were altered.
- The 2019-2020 projected numbers in this document represent actual numbers as of April 23, 2020. Budget Reflected in 20-21 is with the addition of virtual programming, hold pick up and with respect to updated health and safety practices.

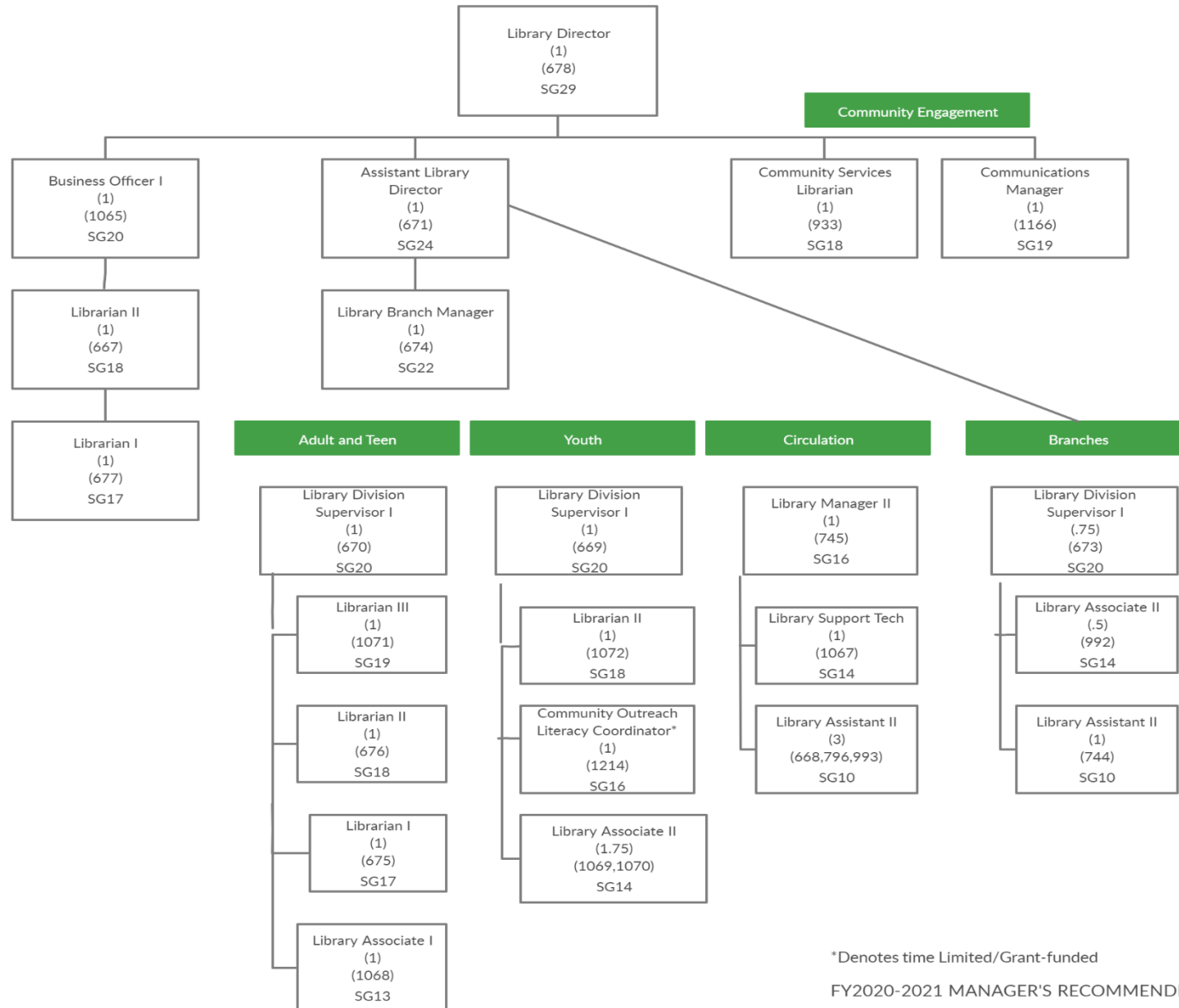
Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Support library services including technology and research assistance.					
Technology assistance at Cybrary or Virtually	2,268	1,543	1,700	950	1,000
Annual number of library visits	14,934	17,996	15,000	18,815	10,000

Budget Highlights

The FY 2020-2021 Manager Recommended Budget includes:

- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.

Public Libraries



*Denotes time Limited/Grant-funded

FY2020-2021 MANAGER'S RECOMMENDED BUDGET

Non-Departmental Summary

Community Services

Listed below are appropriations for non-departmental Community Services related funds and entities.

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Community Services						
Big Brothers Big Sisters	6,430	7,680	7,680	7,680	10,000	7,680
Bike Safety	5,751	0	0	0	0	0
Boys & Girls Club of Durham & Orange Co	5,000	5,000	5,000	5,000	0	0
Bridge II Sports	6,272	7,577	7,577	7,577	15,000	7,577
Contribution for Sanitation Svs.	126,510	0	0	0	0	0
Forest Service	59,219	58,854	58,854	58,854	58,912	58,912
Historic Hillsborough Commission	9,054	9,054	9,054	9,054	9,200	9,054
Historical Foundation	9,606	9,606	9,606	9,606	10,000	9,606
DCHC Metropolitan Planning ORg.	23,121	35,019	35,019	28,900	35,019	35,019
Farmer Foodshare	7,375	7,375	7,375	7,375	10,000	7,375
Hillsborough Arts Council	10,763	12,225	12,225	12,225	20,000	12,225
Jordan Lake Partnership Dues	10,400	22,000	22,086	19,562	12,500	22,000
Jordan Lake Water Storage Dues	0	4,050	15,168	11,759	14,250	4,050
Kidzu Children's Museum	12,992	13,301	13,301	13,301	22,395	13,301
Lake Orange	60,209	40,000	42,590	35,136	40,000	40,000
Mebane Coord Planning Project	0	0	15,000	0	15,000	0
Natural Heritage Inventory	0	0	0	0	20,000	0
Parks Payment In Lieu Update	4,110	0	15,545	12,829	0	0
Pied. Conservation Council Dues	2,000	3,000	3,000	3,000	3,000	3,000
Piedmont Wildlife Center	0	0	0	0	0	0
Previously Unfunded Organiza	0	0	0	0	17,500	0
Public Gallery of Carrboro	0	0	0	0	0	0
Resrve For Planning Initiatives	0	15,000	0	18,156	4,500	15,000
Rural Planning Organization	7,500	9,000	9,000	7,428	9,000	9,000
Solid Waste Program Fee For County Property	10,956	8,000	8,000	6,602	8,000	8,000
Solid Waste Program Fee Payments in Lieu of Taxes	9,151	50,000	50,000	41,264	50,000	50,000
The ArtsCenter	13,250	13,863	13,863	13,863	15,000	13,863
TJCOG Water Quality	15,365	15,500	15,500	12,792	15,500	15,500
Triangle Bikeworks	3,790	4,214	4,214	4,214	5,000	4,214
Upper Neuse River Basin Dues	121,058	122,064	122,064	100,737	123,000	123,000
Community Services Total	\$ 539,882	\$ 472,382	\$ 501,721	\$ 446,914	\$ 542,776	\$ 468,376

Community Services Non-Departmentals

Big Brothers Big Sisters of the Triangle **\$7,680**

Big Brothers Big Sisters of the Triangle provides children facing adversity with strong and enduring professionally supported one-to-one relationships that change their lives for the better, forever. Big Brothers Big Sisters (BBBS) of the Triangle offers two services: community-based and school-based mentoring.

Bike Safety **\$0**

The Bicycle Safety Task Force received \$5,000 in FY 2018-19, along with an additional \$5,000 in the Visitor's Bureau Fund, to develop a campaign for bicycle safety education and research. The FY 2020-21 Manager Recommended Budget does not include any funds for the Bike Safety Task Force.

Boys and Girls Club of Durham & Orange County **\$0**

The Boys and Girls Club of Eastern Piedmont provides Orange County school age children and youth, especially from challenging circumstances, with a professionally supervised, consistent environment where they are safe, equally accepted and able to participate in goal-oriented programs that enhance their self-esteem and assist them to achieve their full potential as productive, responsible and caring citizens. This agency did not apply for funding in FY 2020-21.

Bridge II Sports **\$7,577**

Bridge II Sports creates opportunities for children and adults with physical challenges to participate in team, individual, and recreational activities. Funds will support EveryBODYPlaysNC (EBPNC) and adapted sports programs that serve Chapel Hill residents, with physical disabilities.

Contribution for Recycling and Sanitation Services **\$0**

The Sanitation Division was transferred from the General Fund to the Solid Waste Enterprise Fund, effective July 1, 2010. The FY 2020-21 Manager Recommended Budget does not include a General Fund contribution to the Solid Waste Fund for related Recycling and Sanitation operations.

Forest Service **\$58,912**

These funds provide matching support, with State funds, to protect Orange County forestland.

Historic Hillsborough Commission **\$9,054**

The Commission maintains and preserves the Burwell School Historic Site, located on Churton Street in Hillsborough; interpret the history of 19th century Hillsborough for the enrichment of the public; and to celebrate and promote the culture and heritage of Hillsborough and Orange County.

Historical Foundation of Hillsborough and Orange County **\$9,606**

The Orange County Historical Museum, located in Hillsborough, enlightens and engages the community and visitors from around the world by preserving and interpreting the history of Hillsborough and Orange County.

Community Services Non-Departmentals - continued

Durham-Chapel Hill-Carrboro (DCHC) Metropolitan Planning Organization	\$35,019

The Durham-Chapel Hill-Carrboro Metropolitan Planning Organization (DCHC-MPO) is the regional organization responsible for transportation planning for the western part of the Research Triangle area. The DCHC urbanized planning area covers all of Durham County, a portion of Orange County including the Towns of Chapel Hill, Carrboro, and Hillsborough, and Northeast Chatham County. The DCHC MPO receives federal funds for planning purposes, which require a 20% local match. Historically, the City of Durham has paid 100% of this match. Beginning in budget year FY2013-14, all member agencies were asked to share in these costs based on population within their planning jurisdiction.

Farmer Foodshare	\$7,375

Farmer Foodshare connects farm fresh food with agencies that serve the hungry. Formed by the farmers and shoppers of the Carrboro Farmers' Market, the agency provides fresh food to agencies, such as food pantries and local schools that needed the healthiest possible food in their programs.

Hillsborough Arts Council	\$12,225

The Hillsborough Arts Council's mission is to "Enrich our Community through the Arts". Funding will assist with the year-end goals of: (1) Sustain Current Programs and (2) Expand Revenue-generating art lessons and retail opportunities.

Jordan Lake Partnership Dues	\$22,000

Orange County joined an 11-local government coalition with a goal of “collaboratively defining Jordan Lake’s role in a long term sustainable and secure regional water supply for the Research Triangle Region.” Funds in this account are used to pay Jordan Lake Partnership dues.

Jordan Lake Water Storage Allocation Dues	\$4,050

Represents Orange County's annual payment to the State of North Carolina for the current 1 million gallons per day (mgd) Level II allocation the County previously held plus 3 mgd Level II as part of the new supply request. To retain the allocation, the County pays one percent of the operations, maintenance and rehabilitation program costs. The State of North Carolina has the responsibility to allocate and manage water supply storage in Jordan Lake, and the Division of Water Resources is the lead agency for carrying out this charge.

Kidzu Children's Museum	\$13,301

With focus on S.T.E.M., the arts, child health and wellness and emerging literacy, “Kidzu’s mission is to inspire children and the adults in their lives to learn through creative and purposeful play.” Funding supports the Outreach STEM program and access to STEM programs.

Lake Orange **\$40,000**

These funds provide for maintenance, grass cutting and other grounds keeping at Lake Orange and upstream sediment structures. Lake Orange maintenance funds serve to protect the County's interests in the infrastructure of Lake Orange, as a drinking water source and natural habitat in the Eno River channel. Reservoirs require protection from the growth of trees on dams, the activities of beavers clogging overflow structures raising water levels to unsafe levels, and from the loss of storage volume due to collected sediment.

Park Payment-in-Lieu Technical Update	\$0

This is a collaborative project between Department of Environment, Agriculture, and Parks and Recreation and Planning and Inspections since elements of the implementation of the park master plan would be required to be a planning regulation within the UDO. Parks and Open Space Master

Community Services Non-Departmentals - continued

Plan/Level of Service Analysis to include Parks and Recreation Payment in Lieu Fee Analysis/land dedication. This was suggested to be done after the Park Element of the Comprehensive Plan, after the Parks Master Plan and after countywide (municipal, school district and county) intergovernmental park level of services are determined.

Piedmont Conservation Council (PCC) Dues **\$3,000**

Originally set up by the USDA as part of a national network of Resource and Development Councils, PCC leverages people and resources for innovative projects that promote conservation and sustainable communities. The PCC Council is comprised of three representatives from Alamance, Caswell, Chatham, Durham, Guilford, Orange, Randolph, Rockingham, and Wake Counties. These Council members provide technical expertise and local connections, as well as identify new Council initiatives. Each county also has a member that serves on the Executive Board that makes regular business decisions and oversees the daily operations of PCC.

Piedmont Wildlife Center **\$0**

Piedmont Wildlife fosters healthy connections among people, wildlife and nature through nature education, conservation and a wildlife assistance program. The center's education programs are geared to school-aged children, their families and the general public; it works to instill awareness and deeper appreciation for nature and the wildlife that share the community's environment. This agency did not apply for funds through the Outside Agency process in FY 2018-19, FY 2019-20 or in FY2020-21.

Public Gallery of Carrboro (WCOM-LP Radio) **\$0**

Public Gallery of Carrboro's missions is to educate, inspire, and entertain the diverse populations of Carrboro, Chapel Hill, and nearby areas. WCOM-LP Radio cultivates local music and facilitates the exchange of cultural and intellectual ideas, with particular regard for those who are overlooked or under represented by other media outlets. This agency did not apply for Outside Agency funding in FY 2020-21. The Community Relations department will contract with this agency to provide necessary services.

Rural Planning Organization (RPO) **\$9,000**

The State of North Carolina created the Rural Planning Organization (RPO) in order to review, analyze and recommend planning and improvements to rural area transportation networks. Triangle J Council of Governments is the lead agency to coordinate a multi-county rural region adjacent to the Durham/Chapel Hill Metropolitan Planning Organization (MPO), which handles more urban issues. Orange County's membership in the RPO requires one commissioner, the county manager (or a designee), and the transportation planner to be participating members.

Solid Waste Programs Fee for County Property **\$8,000**

These funds cover the Solid Waste Programs fee assessed to County properties.

Solid Waste Program Fee-in-Lieu of Taxes **\$50,000**

These funds cover the Solid Waste Program fees assessed to property owners in Orange County, who have been granted a waiver by the County due to their financial inability to pay.

The ArtsCenter **\$13,863**

The Arts Center links art, artists and audiences in Orange County through programs, events and classes designed in response to community needs and interests. Funds support youth programs and school shows.

Community Services Non-Departmentals - continued

Triangle J Council of Government (TJCOG) - Water Supply Monitoring Project

\$15,500

The greater Research Triangle Area is a six-county region within the upper Cape Fear and upper Neuse River Basins in North Carolina. Two multipurpose reservoirs, eight smaller reservoirs, and six rivers supply water for the 30 municipalities in the area.

Because of this reliance on surface water for water supply and the potential impact of growth on the quality of the region's water supply sources, local governments in the region recognize that water-quality monitoring is crucial to the protection of the Triangle Area's surface-water resources. With assistance from the U.S. Geological Survey (USGS), the Project has collected and analyzed water-quality samples from reservoirs and streams and collected continuous discharge record from streams in the study area for more than 20 years.

The Triangle Area Water Supply Monitoring Project was established to provide local governments with water-quality and stream flow data that could be used to protect and monitor the area's surface-water supplies. Specific goals of the Project are to:

1. Supplement existing data on major ions, nutrients, and trace elements to enable determination of long-term trends;
2. Examine differences in water quality among water supplies within the region, especially differences among smaller upland sources, large multipurpose reservoirs, and run-of-river supplies;
3. Provide tributary loading and in-lake data for predictive modeling of Falls and Jordan Lakes; and
4. Establish a database for the presence of synthetic organic compounds in surface water in the region.

Triangle Bikeworks

\$4,214

Triangle Bikeworks has been in operation for four years and incorporated in the state of North Carolina since October 2012. The youth participants of Triangle Bikeworks are enriched in mind, body and spirit through transformative community, cultural and cycling experiences.

Upper Neuse River Basin Dues

\$123,000

These funds provide for Orange County to remain a member of the Upper Neuse River Basin Association. Starting in FY 2013-14, activities undertaken by the UNRBA over the next five to ten years, to alter Stage II of the Falls Lake Rules, will require substantial funding. UNRBA has contracted with Cardo ENTRIX to conduct a comprehensive surface water monitoring project over a four-year period (2015-18), the purpose of which is to collect better data needed to revise the State's nutrient reduction goals that will be required of all local governments in the Upper Neuse watershed (including Orange County).

Non-Departmental Summary

Education

Listed below are appropriations for non-departmental Education related funds and entities.

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Education						
Fair Funding - Chccs	0	0	0	0	0	0
Fair Funding - Ocs	0	0	0	0	0	0
School Hlth & Safety Contracts	3,532,448	3,629,597	3,629,597	2,722,198	3,629,597	3,629,597
Schools One-Time Discretionary	0	0	0	0	0	0
Schools Deferred Maintenance	1,468,077	0	0	0	0	0
Education Total	\$ 5,000,525	\$ 3,629,597	\$ 3,629,597	\$ 2,722,198	\$ 3,629,597	\$ 3,629,597

Non-Departmental Summary

General Government

Listed below are appropriations for non-departmental General Government related funds and entities.

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
General Government						
DMV Collection Charges	305,440	0	0	204,416	0	0
Manager's Miscellaneous	0	20,000	21,800	17,125	20,000	20,000
Meeting Supplies	6,586	10,500	10,500	8,665	10,500	10,500
School Collaboration Consultant	1,533	2,000	2,000	1,651	2,000	2,000
Stormwater Fees For Co. Property	50,625	40,500	40,500	33,424	40,500	40,500
Tax Bill Inserts	0	4,000	4,000	3,301	4,000	4,000
Triangle J Dues	21,663	25,500	25,500	21,045	25,500	25,500
County and Town Collaboration Meetings	0	2,500	2,500	2,063	2,500	2,500
General Government Total	\$ 385,847	\$ 105,000	\$ 106,800	\$ 291,690	\$ 105,000	\$ 105,000

General Government Non-Departmentals

DMV Collection Charges

\$0

Fee for collection of Motor Vehicle Taxes, by the State of North Carolina.

Manager's Miscellaneous

\$20,000

This account provides funds for miscellaneous, non-budgeted expenditures that often arise during the fiscal year. It provides the Manager with the flexibility to handle small non-budgeted items as they occur immediately. This account prevents requesting small expenditures from the Board of Commissioners' contingency account.

Meeting Support Supplies

\$10,500

This account provides funds for costs associated with Department Director Meetings, Department Director Retreat, Employee Advocacy Roundtable, and internal United Way campaign meetings.

School Collaboration Consultant

\$2,000

To cover mediation costs associated with school district collaboration meetings.

Stormwater Fees for County Property

\$40,500

These funds provide for payments to the Town of Chapel Hill and Town of Hillsborough for stormwater utility fees assessed to County properties.

Tax Bill Inserts

\$4,000

Funding is provided for the production and printing of informational inserts to the County's mailing of annual property tax bills.

Triangle J Council of Government (TJCOG) – Dues

\$25,500

Funds are budgeted to pay TJCOG dues for regional Emergency Medical Services, Aging, and Ombudsman support.

County and Towns Collaboration Meetings

\$2,500

To cover mediation costs associated with joint County and Town meetings.

Non-Departmental Summary

Human Services

Listed below are appropriations for non-departmental Human Services related funds and entities.

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Human Services						
A Helping Hand	6,500	6,500	6,500	6,500	6,000	6,000
Boomerang Youth	13,008	13,358	13,358	13,358	24,000	13,358
Center for Community Self Help	0	50,000	50,000	50,000	50,000	50,000
Cedar Grove Neighborhood Assoc.	0	91,347	91,347	75,387	91,347	91,347
CH/Carrboro Meals on Wheels	15,900	17,335	17,335	17,335	80,800	44,823
CH/Carrboro Meals on Wheels Soc	1,817	0	0	0	0	0
CH/Carrboro Public School Foundation	0	0	0	0	0	0
Charles House	23,250	23,363	23,363	23,363	24,000	23,363
Child Care Services Association	0	0	0	0	0	0
*Club Nova	16,250	19,813	19,813	19,813	120,000	19,813
Community Empowerment Fund	15,625	23,824	23,824	23,824	24,000	23,824
*Community Home Trust	208,680	214,079	214,079	214,079	217,187	217,187
Compass Center	72,777	72,777	72,777	72,777	85,528	85,528
Dispute Settlement Center	81,850	82,358	82,358	82,358	92,000	82,358
Duke Homecare & Hospice	1,115	1,134	1,134	1,134	1,500	1,134
El Centro Hispano	32,834	33,609	33,609	33,609	40,331	33,609
*El Futuro	0	0	0	0	0	0
EmPOWERment	28,250	30,613	30,613	30,613	40,000	30,613
Freedom House	0	0	0	0	0	0
Habitat for Humanity	41,250	51,313	51,313	51,313	76,133	51,313
Human Rights Center of Chapel Hill and C	10,775	12,159	12,159	12,159	15,000	12,159
Inter-Faith Council for Social Service	0	57,603	0	0	127,000	0
KidSCOpe	75,000	75,000	75,000	75,000	96,000	75,000
*Ligo Dojo Of Budo Karate	0	0	0	0	0	0
Marian Cheek Jackson Center	19,875	21,319	21,319	21,319	27,500	21,319
Medical Examiner	84,200	42,000	42,000	34,662	42,000	42,000
Movement of Youth	30,529	30,529	30,529	30,529	0	0
OC County Literacy Council	15,810	16,145	16,145	16,145	20,000	16,145
OC County Rape Crisis Center	54,750	56,588	56,588	56,588	60,000	56,588
OC Disability Awareness Council	8,513	8,513	8,513	8,513	18,000	8,513
OE Enterprises, Inc.	54,550	56,458	56,458	56,458	56,458	56,458
Orange Congregation in Mission	0	78,450	0	0	92,415	0
Orange Congregation in Mission Soc	0	0	0	0	0	0
Orange County Food Council	0	0	0	0	0	0
Orange County Ptrshp for Young Children	5,950	5,950	5,950	5,950	6,000	5,950
Orange County Rural Alliance	20,750	27,488	27,488	27,488	0	0
Orange County Rural Alliance Soc	1,817	0	0	0	0	0

Pathways to Change	7,000	7,000	7,000	7,000	20,586	11,351
Piedmont Health Services	0	16,500	16,500	16,500	30,000	16,500
Planned Parenthood	20,000	20,000	20,000	20,000	20,000	20,000
PORCH	0	3,780	3,780	3,780	15,720	3,780
Previously Unfunded Organiza	0	0	0	0	96,200	0
Refugee Support Center	5,000	5,000	5,000	5,000	7,500	5,000
Rogers Eubanks Neighborhood Assoc.	0	88,377	88,377	72,936	88,377	88,377
Senior Care of Orange County	35,000	36,750	36,750	36,750	40,000	36,750
Social Justice Reserve Fund	0	200,000	200,000	0	200,000	200,000
TABLE	10,450	10,450	10,450	10,450	15,000	10,450
The Arc of the Triangle	6,608	6,653	6,653	6,653	7,500	6,653
The Art Therapy Institute	0	877	1,432	1,432	10,000	877
*The Exchange Club-Child Abuse	0	0	0	0	0	0
Transplanting Traditions	0	375	375	375	7,500	375
TROSA	0	250	250	250	5,000	250
United Voices of Efland Cheeks Comm.	0	89,351	89,351	73,740	89,351	89,351
Voices Together	18,250	18,513	18,513	18,513	20,000	18,513
Volunteers For Youth	9,075	9,289	9,289	9,289	11,000	9,289
Youth Community Project	0	0	0	0	0	0
Human Services Total	\$ 1,053,008	\$ 1,732,790	\$ 1,597,292	\$ 1,342,942	\$ 2,216,933	\$ 1,585,918

* In FY 2019-20, Finance and Administrative Services administers all agency contracts with the following exceptions: Club Nova (Cardinal Innovations, MOE Funds \$95,000, Community Home Trust (Housing), El Futuro (Public Health), Ligo Dojo of Budo Karate (Social Services - Youth Enhancement Funds), The Exchange Club Child Abuse Prevention Center (Social Services).

Human Services Non-Departmentals

A Helping Hand

\$6,000

A Helping Hand enables senior citizens to live independently, maintain high levels of wellness and avoid institutionalized care. Services provided include transportation to the doctor, assistance with shopping for nutritious food and preparing healthy meals, assistance with business correspondence, and light housekeeping for a clean and safe home environment.

Boomerang Youth Inc.

\$13,358

Boomerang is an alternative suspension program for middle and high school a student that engages youth, at-risk for disconnection and their communities, with a supportive alternative environment for out of school time, and advocating for community. This agency receives a county match through the Juvenile Crime Prevention Council (JCPC) program; see the Public Safety Non-Departmental Section for more details.

Center for Community Self Help

\$50,000

Center for Community Self Help is overseeing the Northside Neighborhood Initiative project. The Northside Neighborhood Initiative (NNI) is a collaborative, cross jurisdictional effort. Entering its fifth year, the NNI received a \$3M loan commitment from UNC in spring 2015 and Town of Chapel Hill implementation support the first three years. The NNI produces essential units to meet the affordable housing gap; saves subsidy dollars at the back end for the County; models collaboration with all affordable housing partners; secures racial and socioeconomic diversity; retains 4th and 5th generation county residents; and allows mobilization of additional creative options for elder housing. In the spring of 2018, the NNI team was informed of a funding loss and requested additional money from the County outside of the Outside Agency process. The Board of County Commissioners approved \$50,000 to support this affordable housing initiative.

Cedar Grove Neighborhood Association

\$91,347

The Cedar Grove Neighborhood Association is honored to have and maintain an Operation Agreement with Orange County as it relates to the Cedar Grove Community Center (CGCC). CGCC is housed in the historic Cedar Grove School, which was built in 1950 and converted to a County facility in 1976. The building was renovated into a community center in 2016. The Center provides services and support to all community citizens in Northern Orange County. The mission of the Cedar Grove Community Center (CGCC) is to provide challenging and engaging academic, cultural, social, wellness and healthful living experiences for all citizens.

Chapel Hill-Carrboro Meals on Wheels

\$44,823

The Chapel Hill-Carrboro Meals on Wheels program aims to nourish the bodies and spirits of the homebound with a balanced meal and the human connection they need to help them live independently. The agency uses volunteers to deliver nutritious noonday meals with cheerful personal visits to those who are homebound or recovering from surgery. Chapel Hill Carrboro Meals on Wheels and Orange County Rural Alliance proposed a merger effective 7/1/2020.

Chapel Hill-Carrboro Meals on Wheels – Social Justice

\$0

In FY 2018-19 the Board of County Commissioners approved three agencies to receive **one-time funds** for direct meal delivery. Each of the three organizations received an equal amount of \$7,267. The three agencies were: Chapel Hill – Carrboro Meals on Wheels, Orange Congregation in Missions, and Orange County Rural Alliance.

Human Services - continued

Chapel Hill – Carrboro Public School Foundation **\$0**

The Chapel Hill – Carrboro Public School Foundation become incorporated in 1983. Their mission is to create opportunities for students and teachers. Funding supports the Blue Ribbon Youth Leadership institute. This agency did not apply for Outside Agency funding in FY 2020-21.

Charles House **\$23,363**

Charles House is a private, nonprofit organization whose mission is threefold: 1) Enriching the lives of seniors; 2) Supporting families caring for aging family members; and 3) Representing the community's commitment to its elders.

Child Care Services Association **\$0**

Child Care Services Association mission is to ensure that affordable (no more than 10% of a family's gross earnings are used to purchase childcare for one child), accessible, high quality childcare is available for all young children and their families. The Manager does not recommend funding for this agency in FY 2020-21 as the services are duplicative to the Childcare Subsidy program offered at Social Services.

Club Nova **\$19,813**

Club Nova provides opportunities for individuals with mental illness to lead meaningful lives of their choice in the community. Club Nova serves adults in Orange County, living with severe and persistent mental illness, and provides them with structured daily activities, as well as social, vocational and residential opportunities that they would not otherwise have. This agency will be funded with maintenance of effort (MOE) funds through Cardinal Innovations / OPC Mental Health (\$95,000) and county general funds (\$19,813).

Community Empowerment Fund **\$23,824**

The Community Empowerment Fund (CEF) cultivates opportunities, assets and communities that support the alleviation of homelessness and poverty. CEF is a student-powered nonprofit that pairs volunteers with its members to provide personalized, one-on-one assistance.

Community Home Trust **\$217,187**

Community Home Trust is a nonprofit provider of affordable housing. Its mission is to create and maintain permanently affordable housing. The agency implements the inclusionary housing policies of local governments. Although the agency's funding is budgeted in the Human Services Non-Departmental accounts, the Department of Housing and Community Development administers the contract.

Compass Center for Women and Families **\$85,528**

The Compass Center helps individuals and families build stable lives by increasing self-sufficiency and preventing domestic violence. The agency provides direct services, including crisis response and court advocacy, and long-term tools for self-sufficiency, including financial literacy education, career exploration and access to legal information.

Dispute Settlement Center **\$82,358**

The Dispute Settlement Center promotes and brings about peaceful settlement of disputes and prevents the escalation of conflict through mediation, facilitation, conciliation, and training. This agency receives a county match through the Juvenile Crime Prevention Council (JCPC) program; see the Public Safety Non-Departmental Section for more details.

Human Services - continued

Duke Homecare and Hospice

\$1,134

Duke Homecare and Hospice provides medical, psychosocial, spiritual and bereavement care for terminally ill patients and families, regardless of ability to pay. Bereavement services are provided to anyone in the community, regardless of connection to hospice, through individual, family, and group sessions, as well as in the Chapel Hill-Carrboro and Orange County School Systems.

El Centro Hispano

\$33,609

El Centro Hispano is a grassroots community-based organization dedicated to strengthening the Latino community and improving the quality of life of Latino residents in Carrboro, Chapel Hill, and the surrounding area. El Centro Hispano in Carrboro creates programs to build community strengths and skills through referral/resource services, translation/interpretation, employment services, legal consultations and mediation; and English for speakers of other languages (ESOL) literacy.

El Futuro

\$0

El Futuro addresses the behavioral health needs of North Carolina's Latino community by promoting behavioral health awareness, enhancing existing services, and developing a model clinic. Funds will support mental health and substance abuse services, for uninsured Orange County residents, for whom there are no other available services. The Health Department – Public Health division will administer and oversee this agency's grant. MOE funds of (\$27,500) will be associated with the agency's funding.

EmPOWERment

\$30,613

The mission of EmPOWERment is to emPOWER people and communities to control their own destinies through affordable housing, advocacy, community organizing and grassroots economic development. With funding provided through the Human Services grant, EmPOWERment, Inc. has created a one-stop shop for affordable rental programs and services.

Freedom House Recovery Center

\$0

Freedom House promotes enhances and supports recovery for men, women, and children affected by substance use disorder and mental illness by using a holistic, evidence-based and person-centered approach. Our expertise and broad array of treatment services stabilize nurture and enhance the personal growth and development of those we serve so that they can recover to live rich, full lives. This agency did not apply for Outside Agency funding in FY 2020-21.

Habitat for Humanity of Orange County

\$51,313

Habitat for Humanity provides decent affordable housing for families earning less than half of the area median income and who live in substandard housing. HHOC constructs simple, well-built homes that are then sold to qualifying families at affordable prices.

Human Rights Center of Chapel Hill and Carrboro

\$12,159

The Human Rights Center dba Refugee Community Partnership builds a powerful community support infrastructure to enable and sustain the complex process of rebuilding home. Through relationship-based support, opportunity development, and cultural stewardship, RCP bridges the gap between local refugee communities and the services, resources, and opportunities they need. Funds will support bi-weekly ESL classes and general agency operations. The Refugee Community Partnership operates under The Human Rights Center of Chapel Hill and Carrboro.

Human Services - continued

Inter-Faith Council for Social Service (IFC)

\$0

The Inter-Faith Council meets basic needs and helps individuals and families achieve their goals. They provide shelter, food, direct services, advocacy and information to people in need. The IFC accomplishes this through strong partnerships with volunteers, staff and those we serve. They rely on the active involvement of caring individuals, congregations and other community organizations. In FY2020-21, funds of \$127,000 are budgeted in the Department of Social Services.

KidSCOpe

\$75,000

KidSCOpe is an early intervention program that offers services to young children who are experiencing social, emotional, and/or behavioral difficulties. KidSCOpe will provide therapeutic mental health services and parent education to young Orange County children and their families.

Ligo Dojo of Budo Karate

\$0

Ligo Dojo strengthens the minds, bodies and hearts of young people through karate training, because hard physical training leads to increased spiritual strength and patience, which in turn leads to the ability to make better life decisions. The agency also deepens relationships between people of diverse backgrounds, strengthens American communities, and creates create individuals who are 'community minded' and open-minded. This agency receives a county match through the Juvenile Crime Prevention Council (JCPC) program; see the Public Safety Non-Departmental Section (Young Warriors) for more details. Ligo Dojo of Budo Karate will contract directly with Social Services and funds will be administered from Social Services' Youth Enhancement funds. Funds will only be disbursed as parents/children choose his organization and are eligible for the Youth Enhancement program. This agency did not apply for Outside Agency funding in FY 2020-21.

Marian Cheek Jackson Center

\$21,319

The Marian Cheek Jackson Center advances the vitality, diversity, and historical integrity of neighborhoods struggling with displacement. Established in 2008, the agency preserves, engages, and acts on the rich history of Northside and Pine Knolls.

Medical Examiner

\$42,000

Funds are budgeted to perform autopsies and medical examinations as required at the University Medical Center.

Movement of Youth, Inc.

\$0

Movement of Youth (MOY) prepares diverse youth to lead and succeed in the 21st Century through mentoring and targeted enrichment activities led by college students. MOY aspires to be the nation's leading movement for young people to disrupt the status quo and build a safer, smarter, more socially conscious world. Funding supports the My Brother's Keeper program. This agency did not apply for funding in FY 2020-21.

Orange County Literacy Council

\$16,145

The Orange County Literacy Council helps adults reach their education, employment and life goals. Trained volunteers provide individualized and small group instruction to adult learners who want to improve their reading, writing, basic math, English language and GED preparation skills.

Human Services - continued

Orange County Rape Crisis Center **\$56,588**

The Orange County Rape Crisis Center works to stop sexual violence and its impact through support, education, and advocacy. The agency provides residents with 24-hour crisis intervention services, community education, training, and provides educational programs for students, in Chapel Hill-Carrboro City Schools and Orange County Schools.

Orange County Disability Awareness Council **\$8,513**

The Orange County Disability Awareness Council offers educational and advocacy projects to promote opportunities for persons with disabilities to work and live in an environment free of architectural, attitudinal, economic, structural, and societal barriers.

OE Enterprises **\$56,458**

OE Enterprises is a community rehabilitation program. OE Enterprises provides vocational training and sheltered employment programs for Orange County citizens who have employment barriers. OE Enterprises is a thriving business that promotes achievements, self-reliance, life choices and respect through relationships with community partners.

Orange Congregations in Mission (OCIM) **\$0**

Orange Congregations in Missions provides services to economically-challenged and homebound northern Orange County residents through volunteer efforts of diverse congregations and individuals. The agency provides nutritious food and financial assistance to the economically insecure population of northern Orange County and provides nutritious meals to the frail and elderly in our community. In 2020-21, funds of \$92,415 are budgeted in the Department of Social Services.

Orange Congregations in Mission (OCIM) – Social Justice **\$0**

In FY 2018-19 the Board of County Commissioners approved three agencies to receive **one-time funds** for direct meal delivery. Each of the three organizations received an equal amount of \$7,267. The three agencies were: Chapel Hill – Carrboro Meals on Wheels, Orange Congregation in Missions, and Orange County Rural Alliance.

Orange County Food Council **\$0**

The Orange County Food Council's mission is to build the community food security, encourage economic development through promotion of a healthy, local food system, and preserve farmland in Orange County. This agency did not apply for funds during the Outside Agency process. A new division was established for this in the County Manager's Office in FY 2018-19 and is recommended to continue in FY 2020-21, but will move to the Grant Fund, outside of the General Fund.

Orange County Partnership for Young Children **\$5,950**

The Orange County Partnership for Young Children aims to ensure that all young children arrive at school healthy and ready to succeed. Funds support the Transplanting Traditions Community Farm refugee farm project and Growing Health Kids Community Gardens Project.

Human Services - continued

Orange County Rural Alliance (OCRA)

\$0

Orange County Rural Alliance (OCRA) is part of a community-based alliance that is building awareness of the needs of rural seniors and supports them with what they need to age in place with independence and dignity. OCRA helps with access to county services, safe homes, nutritious food and friendly human contact. OCRA delivers hot meals to rural seniors in underserved areas. Funding supports OCRA's meals on wheels program. Chapel Hill Carrboro Meals on Wheels and Orange County Rural Alliance proposed a merger effective 7/1/2020.

Orange County Rural Alliance (OCRA) – Social Justice

\$7,267

In FY 2018-19 the Board of County Commissioners approved three agencies to receive **one-time funds** for direct meal delivery. Each of the three organizations received an equal amount of \$7,267. The three agencies were: Chapel Hill – Carrboro Meals on Wheels, Orange Congregation in Missions, and Orange County Rural Alliance.

Pathways to Change

\$11,351

Pathways to Change, Inc. provides classes to meet the needs of those required by a North Carolina mandate to participate in a state certified domestic violence Batterer Intervention Program. Additionally, Pathways to Change intends to provide other services to identify client needs and link clients to needed services. Behavioral Insights Inc. changed their agency name to Pathways to Change in August, 2017. Additional Funds support a new Partner Abuse Female Group (\$4,351).

Piedmont Health Services

\$16,500

Piedmont Health Services has served the health care needs of the citizens of central North Carolina, since 1970. The agency operates several community health centers, provides high quality, comprehensive family health care services and offers payment on a sliding fee scale, for those who qualify. The agency also provides bilingual care to a growing Spanish-speaking population.

Planned Parenthood of Central North Carolina

\$20,000

Planned Parenthood is an essential health care provider, committed to educating our communities and expanding and protecting access to reproductive health services. The agency provides education programming to reduce rates of unintended pregnancy and sexually transmitted infection in the County, and educates residents about insurance plans available under the Affordable Care Act and provides information to help them enroll.

Porch

\$3,780

The mission of PORCH Chapel Hill – Carrboro is to alleviate hunger and promote better nutrition in the Community through monthly food drives supporting many initiatives. Funding supports the Food for Families program where, monthly, fresh food is distributed to 50 low-income families already served by PORCH.

Refugee Support Center

\$5,000

The Refugee Support Center (RSC) is a volunteer-based organization established to facilitate the transition of Orange County refugees in their adjustment and integration into American culture. Our goal is to help refugees develop the skills and access the tools they need to thrive in their new home and allow them to become self-sufficient, contributing members of our society.

Human Services - continued

Rogers Eubanks Neighborhood Association

\$88,377

The Rogers-Eubanks community, dating back to the 1700s, is located within the boundaries of two (2) local jurisdictions in Orange County, the Town of Carrboro and the Town of Chapel Hill. In 2007, the socially cohesive and culturally rich historic community founded a tax-exempt organization in order to formalize long-term community alliance and movement. The organization, known as the Rogers-Eubanks Neighborhood Association (RENA), needed a place for sharing community resources and developing programs. RENA was able to initially partner with the Faith Tabernacle Oasis of Love International Church, located in the community, for approximately two (2) years. As RENA's programs grew, the organization needed more space and rented a small house in the neighborhood. However, based on the success of the afterschool program and summer day camps, additional space was still needed. The Rogers-Eubanks Neighborhood Association (RENA) collaborated with Orange County and a new community center was built. The Rogers Road Community Center held a dedication in November 2014, entered into an Operating Agreement with Orange County and opened its doors shortly thereafter in the new facility. Since that time, other innovative programs have been added to meet the growing needs of the residents and youth in the community. I

Senior Care of Orange County

\$36,750

Senior Care of Orange county, Inc. provides program services to frail or disabled older adults to help remain in their homes with family as long as possible. The program provides financial support to the Florence Gray Soltys Adult Day Health Program under the auspices of Senior Care of Orange County, Inc.

Social Justice Reserve Fund

\$200,000

The allocation of these funds sets up a reserve fund that could be used to offset potential State cuts to critical human service and other related programs. By holding the funds in reserve, the County will have funds to ensure that the most critical services can be continued. In FY 2020-21, the Manager Recommends \$200,000 for the Social Justice Reserve Fund.

TABLE

\$10,450

TABLE's mission is to provide healthy, emergency food aid every week to hungry children living in Chapel Hill and Carrboro, NC.

The Arc of the Triangle

\$6,653

The Arc of the Triangle works with and for people who have or are at risk for intellectual and/or developmental disabilities to promote full participation in areas of life in our community. Funds will offset the cost to provide educational and social experiences, not funded through Medicaid or State funding.

The Art Therapy Institute

\$877

The Art Therapy Institute (ATI) provides counseling services for children in schools, adult refugees at a local community health center, and adult women through refugee support groups. The services provided by ATI help their clients return to jobs and family life, and reintegrate into their communities. This agency will be funded with maintenance of effort (MOE) funds through Cardinal Innovations / OPC Mental Health (\$3,000), and county general fund (\$877). The County will administer both contracts (MOE and General Fund dollars) for ATI in FY 2020-21.

The Exchange Club Child Abuse Prevention Center of NC/Alamance Family Ctr.	\$0

Transplanting Traditions	\$375

TROSA	\$250

United Voices of Efland Cheeks	\$89,351

Voices Together	\$18,513

Volunteers for Youth	\$9,289

284

Non-Departmental Summary

Other Agencies - Library

Listed below are appropriations for non-departmental Other Agencies - Library related funds and entities.

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Other Agencies - Library						
Contribution - CH Library	568,139	568,139	568,139	568,139	568,139	568,139
Contribution - Mebane Library	700	700	700	700	700	700
Other Agencies - Library Total	\$ 568,839	\$ 568,839	\$ 568,839	\$ 568,839	\$ 568,839	\$ 568,839

Human Services – Other Non-Departmentals

Other Agencies – Libraries

\$568,839

General Fund contributions to the Chapel Hill Public Library total \$568,139, which represents the same funding as in FY 2019-20. The Mebane Public Library will receive \$700.

Non-Departmental Summary

Other Agencies - Recreation

Listed below are appropriations for non-departmental Other Agencies - Recreation related funds and entities.

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Other Agencies - Recreation						
Contribution - Carrboro	35,898	35,898	35,898	35,898	35,898	35,898
Contribution - Chapel Hill	83,760	83,760	83,760	83,760	83,760	83,760
Contribution - Mebane	5,450	5,450	5,450	5,450	5,450	5,450
Other Agencies - Recreation Total	\$ 125,108	\$ 125,108	\$ 125,108	\$ 125,108	\$ 125,108	\$ 125,108

Community Services - Other Non-Departmentals

Other Agencies – Recreation

\$125,108

General Fund contributions to the Towns of Carrboro (\$35,898), Chapel Hill (\$83,760), and Mebane (\$5,450) recreation departments.

Non-Departmental Summary

Public Safety

Listed below are appropriations for non-departmental Public Safety related funds and entities.

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Public Safety						
Boomerang	28,131	28,131	46,090	28,131	46,090	46,090
Child & Adolescent Services	8,200	8,200	0	0	0	0
Dispute Settlement Center	42,081	40,500	58,631	40,500	58,631	58,631
Exchange Club of Alamance	0	0	45,500	45,500	45,500	45,500
Family Advocacy Network	40,722	40,722	0	0	0	0
Fire Districts Audits	57,000	40,000	40,000	33,011	40,000	40,000
Governor's Crime Commission	8,863	10,114	10,114	10,114	10,114	10,114
Intensive Services Program	0	0	0	0	0	0
JCPC Administration	4,501	15,500	13,718	9,811	10,008	10,008
Lethality Assessment	0	0	0	0	0	60,000
OCJCPC Matching Funds	82,710	83,321	83,321	83,321	107,729	107,729
Unallocated	0	0	0	0	30,208	30,208
Vol For Youth - Teen Court	40,330	40,330	72,691	61,330	72,691	72,691
Volunteers For Youth	92,160	90,870	84,476	69,870	84,476	84,476
Wrenn/Haven House	10,722	10,722	11,492	10,722	11,492	11,492
Young Warriors	9,422	9,422	0	0	0	0
Public Safety Total	\$ 424,843	\$ 417,832	\$ 466,033	\$ 392,310	\$ 516,939	\$ 576,939

Public Safety Non-Departmentals

NC Dept. of Public Safety/Adult Correction & Juvenile Justice Pass-Through Funds:

Boomerang (YMCA) \$46,090

The innovative program is based on resiliency research, a best-practice model for addressing the needs of disconnected adolescents most at risk of dropping out of school. Boomerang helps youths and the community that surrounds them identifies resources and supports that lead to long-term, successful outcomes. Through a rich and robust community collaborative, Boomerang provides each student it serves with a strengths-focused environment that includes intensive attention to academics, psychosocial development and substance-abuse counseling.

Child and Adolescent Services \$0

Child and Adolescent Services is a program provided under Freedom House. Consumers assessed with a mental health/trauma-related disorder will be connected to up to 10 sessions of Cognitive Behavioral Therapy, a psychiatric evaluation and up to two psychiatric follow-up visits. Consumers assessed to have a substance use disorder will also be connected to at least ten sessions of individual SUDs counseling using Cognitive Behavioral Therapy as a method of treating identifying thoughts, feelings and the impulses that lead to drug use and other illegal acts.

Dispute Settlement Center: Victim (Resolve/Mediation) \$58,631

This program provides assistance to the juvenile justice system by helping offenders to understand the impact of their actions thereby reducing recidivism. The program has the following three components: intervention, prevention and collaboration. A primary component is to schedule face-to-face meetings between the juvenile offenders and their victims. These meetings are facilitated by trained DSC mediators, and organized by DSC staff. The meetings are designed to build empathy and understanding of the human consequences of the youth's criminal actions. The RESOLVE program will help the juvenile courts and juvenile court counselors to hold offenders accountable for their actions.

Exchange Club of Alamance \$45,500

Provides Parent-Teen Solutions as part of JCPC award. Provided to at-risk and delinquent youth ages 10-17 and their parents. This program is designed to maintain youth in their home, while reducing recidivism, improving parent-child relationships, school motivation, problem-solving skills, interpersonal skills and parenting skills.

Family Advocacy Network \$0

Family Advocacy Network is a program provided under Freedom House that provides parent/family counseling to at-risk and adjudicated youth through referrals from Juvenile Services and Orange-Person-Chatham Mental Health case managers. Services provided include child and family team meetings, school conferences and youth planning team meetings.

Fire Districts Audits \$40,000

As per Agreements with the fire districts within Orange County, each district must submit an annual audit, by an independent auditor, to the County. Based on the Agreement, the County will pay for the cost of the audit.

Governor's	Crime	Commission	Grant
			\$10,114

Recipient - District Court Judges Office, Judicial District 15B - NC Administrative Office of the Courts. This grant funds a position that serves as a coordinator between the courts and the school

Public Safety Non-Departmentals - continued

systems focusing on school suspensions and trancies in hopes of reducing the number of youth suspended from school.

JCPC Administration \$10,008

Administrative funds are used to provide administrative support to the Orange-Chatham Justice Partnership.

Lethality Assessment \$60,000

Contract with The Compass Center to provide Lethality Assessment Protocol training to local law enforcement. This training has been identified by Orange County courts, law enforcement and domestic violence stakeholders as a critical need. The county will fund 6 months of program in FY2020-21 and 3 months in FY2021-22, and then the program will go out for grant funding.

Orange County JCPC Matching Funds \$107,729

These funds fulfill the Orange-Chatham Justice Partnership requirement for the County to provide a 30% match for all JCPC funded agencies.

Unallocated \$30,208

These are funds awarded as part of the Orange-Chatham Justice Partnership that have not been awarded to specific programs. These will be awarded to specific programs by the JCPC throughout the year.

Volunteers for Youth – Teen Court \$72,691

Teen Court is a diversion program for petty juvenile court offenders. Adult volunteers train youth volunteers to act as officials of the court who hear the complaints and determine appropriate sanctions for peers who have admitted to violating the law. By diverting first-time, petty offenders from the juvenile court system, Teen Court reduces the backlog of cases and ultimately allows more time for serious offenses. Offenders are given the opportunity to resolve their charge without obtaining an official court record. The youth volunteers benefit by being given the opportunity to learn about the court system and by exposing themselves to the concept of community service. Teen Court will not accept cases involving sexual offenses, firearms, hate crimes, motor vehicle violations, and offenses that have resulted in serious injury.

Volunteers for Youth \$84,476

This agency allows delinquent youths the opportunity to repay society for their destructive behavior. Through community service, young people are taught accountability for their actions and respect for the rights of others. By working one-on-one with the volunteer work-site supervisors, they develop job skills and explore career opportunities, which ultimately help to build self-esteem. Community service/restitution programs have proven to be one of the most effective types of programming in preventing court involvement. This program proposes to serve youth with community service placements to fulfill their court requirements.

Wrenn/Haven House \$11,492

Provides a temporary shelter for at risk court involved youth. The youth are provided high level structured learning environment to increase their ability to academically achieve. In addition to a safe place for youth, one on one, group and peer mentoring is available that encourages youth to have age appropriate behavior and associations with other peers.

Young Warriors \$0

This program takes referrals from juvenile justice on diversion plans, court supervision, gang involved, and at-risk youth. This program provides instruction in health, self-esteem and discipline while instilling karate training. Court referred youth are ordered to attend 20 classes in 10 weeks.

Non-Departmental Summary

Support Services

Listed below are appropriations for non-departmental Support Services related funds and entities.

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Support Services						
401 K Plan Enhancement	0	600,000	600,000	0	600,000	650,000
ASCAP	1,426	1,426	1,426	1,197	1,451	1,451
Drug Testing	15,276	25,000	31,690	20,632	25,000	25,000
Employee Development	39,143	60,000	87,395	49,517	60,000	60,000
Health Incentives Program	7,770	40,000	40,000	33,011	75,000	40,000
Health Insurance Increase	0	0	0	0	0	0
Living Wage Adjustment	0	25,000	0	0	25,000	0
Mobile Phone Stipend Increase	0	22,590	0	0	0	0
OC Living Wage	18,408	18,588	18,588	18,588	25,000	18,588
Recruitment/Selection	23,309	28,500	38,300	23,520	28,500	20,000
Retiree Health Insurance	0	0	0	0	2,792,225	2,792,225
Salary - Wage Increase	0	1,839,498	711,383	0	0	0
Salary Savings	0	(2,000,000)	(2,000,000)	0	(2,000,000)	(3,000,000)
Sportsplex Mbrship - Co. Share	40,943	40,000	40,000	33,011	40,000	40,000
Tuition Refunds	28,268	40,000	40,000	28,885	40,000	40,000
Support Services Total	\$ 174,543	\$ 740,602	\$ (391,218)	\$ 208,361	\$ 1,712,176	\$ 687,264

Support Services Non-Departmentals

401K Plan Enhancement

\$650,000

These funds continue the County match of employees' contributions of up to \$63.00 per pay period (for a maximum annual County contribution of \$1,512) for all general (non-sworn law enforcement officer) employees. *See Appendix A for more details.*

American Society of Composers, Authors, and Publishers (ASCAP)

\$1,451

Annual dues paid to ASCAP, a not-for-profit performing rights organization that protects its members' musical copyrights by monitoring public performances of their music, whether via a broadcast or live performance, and compensating them accordingly.

Drug Testing

\$25,000

These funds provide for the actual costs of drug and alcohol tests as well as for the administration of the random testing program and Federal reporting. The increase is to provide testing of employees required to drive a County vehicle on a regular basis, other than CDL drivers to be part of the random drug and alcohol pool.

Employee Development

\$60,000

Funds for in-house employee training to ensure that employees are given the tools and proper training to operate in the most efficient and effective manner by providing activities and programs that address employee training and development, talent acquisition and performance management to ensure that the knowledge, skills, abilities and performance of the workforce meet current and future county and individual needs.

Health Incentives Program

\$40,000

Continues the wellness program started in FY 2014-15 to improve employees' health, reduce their medical and dental claims and increase productivity (decreased sick leave usage).

Health and Dental Insurance Increase

\$0

No increase to Health insurance appropriations and an increase of \$92,236 for Dental Insurance appropriations in FY 2020-21. *See Appendix A for more details.*

Living Wage Adjustment

\$0

The FY 2020-21 Manager Recommended Budget maintains the living wage for temporary employees at \$14.95/hour, the same as in FY 2019-20. *See Appendix A for more details.*

Mobile Phone Stipend Increase

\$0

No additional phone stipend increase is recommended in FY 2020-21. In FY 2019-20, funds were budgeted to cover the costs of increasing the mobile telephone stipend from \$35/month to \$50/month for County employees who use personal mobile telephones for County business.

Orange County Living Wage

\$18,588

Orange County Living wage is a non-profit 501c3 organization that is focused on promoting a living wage in Orange County, North Carolina. Through our employer certification program, we certify Orange County employers that pay their employees a living wage. The certification is voluntary on the parts of the employees.

Support Services Non-Departmentals - continued

Recruitment and Selection **\$20,000**

Funds to cover costs of the recruitment, selection process and relocation expenses, for positions at and above the department head level.

Retiree Health Insurance **\$2,792,225**

The FY 2020-21 Manager Recommended Budget includes funds totaling \$2,792,225 for pre-65 and post-65 retiree healthcare benefits. *See Appendix A for more details.*

Salary – Wage Increase and Merit Pay Adjustments **\$0**

The FY 2020-21 Manager Recommended Budget does not include a Wage increase or employee performance awards for permanent County employees. *See Appendix A for more details.*

Salary Savings **(\$3,000,000)**

Implements a Salary attrition savings of \$3,000,000 in FY 2020-21.

Sportsplex Membership – County Share **\$40,000**

Funding to offer discounted Sportsplex memberships to permanent County employees.

Tuition Refunds **\$40,000**

These funds reimburse County employees for tuition, fees and books for job related courses. With this incentive, employees can pursue educational qualifications to enhance their professional growth, achieve higher-level positions and enrich current employment.

Orange County Transportation Services

(919) 245-2007

orangecountync.gov/transportation

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
General Fund						
Expenditures						
Operations	452,661	1,317,032	1,331,214	1,015,523	1,468,051	1,180,729
Personnel Services	1,266,407	2,025,404	2,056,407	1,834,500	2,400,786	2,076,319
Recurring Capital	-	43,374	44,639	16,461	31,800	-
Total Expenditures	1,719,068	3,385,810	3,432,260	2,866,484	3,900,637	3,257,048
Offsetting Revenues	(870,168)	(1,952,202)	(1,952,202)	(1,145,383)	(1,274,810)	(1,274,810)
Net Cost (Fund)	848,900	1,433,608	1,480,058	1,721,101	2,625,827	1,982,238

Mission Statement

It is the mission of Orange County Transportation Services to provide safe, customer focused, and reliable transportation services; that are an accessible and viable means of mobility to the employees, residents and visitors in need of transportation in Orange County, NC.

Divisions: Transit and Fleet Services

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Transit						
General Fund						
Expenditures						
Operations	452,661	557,152	571,128	449,654	637,148	428,213
Personnel Services	1,266,316	1,672,336	1,697,881	1,421,683	1,903,516	1,654,433
Recurring Capital	-	30,194	31,459	4,392	11,000	-
Total Division Expenditures	1,718,977	2,259,682	2,300,468	1,875,729	2,551,664	2,082,646
Offsetting Revenues	(870,168)	(1,952,202)	(1,952,202)	(1,145,383)	(1,274,810)	(1,274,810)
Net Cost (Fund)	848,809	307,480	348,266	730,346	1,276,854	807,836

Fleet Services

General Fund						
Expenditures						
Operations	-	759,880	760,086	565,869	830,903	752,516
Personnel Services	91	353,068	358,526	412,817	497,270	421,886
Recurring Capital	-	13,180	13,180	12,069	20,800	-
Total Division Expenditures	91	1,126,128	1,131,792	990,755	1,348,973	1,174,402
Net Cost (Fund)	91	1,126,128	1,131,792	990,755	1,348,973	1,174,402

Major Services

- Rural Area Transportation
- Urbanized Area Fixed Route
- Complementary ADA Service
- Non- Emergency Medical transportation (DSS/ Medicaid)
- Enhanced Mobility of Seniors and Individual with Disabilities (Dept. on Aging)
- Motor Pool preventive maintenance of OC fleet vehicles

Orange County Transportation Services – continued

FY 2019-20 Outcomes

- Added Fleet Services Division, formerly a division of Asset Management Services
- Procured Ecolane dispatching software, replacing CTS for scheduling and reservations.

Performance Measures	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget	2020-21 Budget
Service: OCPT provides safe courteous and reliable public transportation services throughout Orange County					
Outcome Measure : Revenues from fares and grants	\$952,557	\$1,053,263	\$1,317,651	1,768,745	2,263,101
Performance Measures total number of daily routes	26	26	36	32	35
Performance Measures (incidents per 200K)	1.6	2.1	1.8	1.1	1.0
Performance Measures (Ridership)	60,976	53,888	62,000	51000	55000

FY 2020-21 Objectives

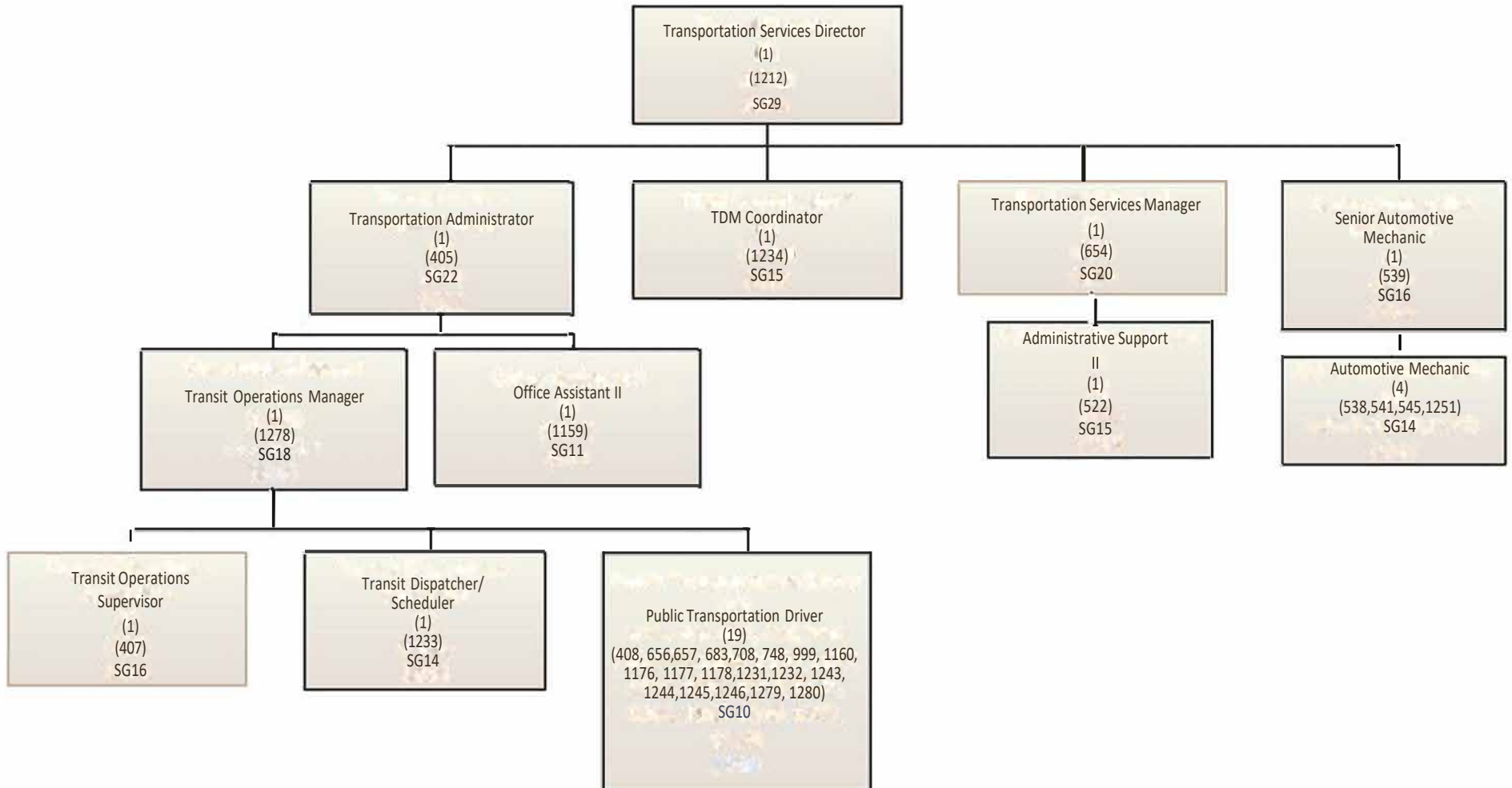
- Deploy expansion routes such as: Hillsborough Circulator II, Flex Routes (M.O.D. mobility on demand).
- Procure vans/buses for expansion routes and replace vehicles that have reached useful life
- Procure new mobile ticketing system for enhanced fare collection and customer service
- Due to merging of departments and increased vehicle maintenance requirements the department is to see a significant increase in resources needed to fund maintenance efforts. To adequately fund projects and initiatives listed above the department will be aggressively seeking grant funds to meet the increasing demand of accounting and meeting reporting requirements for federal and state programs.

Budget Highlights

The FY 2020-21 Manager's Recommended Budget includes:

- Revenue reductions due to more accurate projection of outside revenue.
- Near base funding for operations and personnel.
- Reduction of travel and training budgets as part of economic contingency plan to assist in countering the fiscal impact from the COVID-19 pandemic.
- Expenditure reductions to match loss of accompanying revenue, including service contracts decrease of \$100k.

ORANGE COUNTY TRANSPORTATION SERVICES



* Denotes Time Limited / Grant Funded

* FY 2020-2021 MANAGER'S RECOMMENDED BUDGET

Outside Agencies

County Manager Recommendations

Synopsis

- In FY 2019-20, the Board of County Commissioners appropriated \$1,490,181 for 54 agencies, an increase of \$39,008 above the FY 2019-20 appropriation.
- On December 13, 2016 the Board of County Commissioners approved a funding target of 1.2% of the County's General Fund expenditures, less the appropriation for education expenses, for the purpose of funding outside agency operations. The County has historically funded Outside Agencies at 1% of the County Budget (Less Education Appropriation). Based on FY 2016-17 Approved Budget (Less Education Appropriation), 1.2% equates to \$1,345,761.
- **Application Process:** For the FY 2020-21 Funding Process, the County received applications from 54 agencies. Requests totaled \$1,923,289, an increase of \$433,108 above the current year's appropriation. Five (5), currently unfunded agencies requested \$116,700. Five (5), currently funded agencies did not apply in FY2020-21; (\$78,767).
- **Recommendations:** The County Manager recommends funding for 49 agencies, in FY 2020-21. The recommendation totals \$1,541,974, an increase of \$51,793 from the FY 2019-20 Approved Budget. Based on the County Manager's FY 2020-21 Recommended Budget (Less Education Appropriation), 1.2% equates to \$1,501,343.

The budget includes the following recommendations:

- Increases (+\$51,793): Additional funding for five (5) currently funded agencies.
- All of the outside agencies mentioned in this section are also referenced in the Non-departmental section of this document.

Attached Materials

- I. County Manager Recommendations
- II. Outside Agency Narratives

FY 2020-21 Manager Recommended Budget Outside Agency Recommendations

Agency	FY 2019-20 Approved Budget	FY 2020-21 Agency Request	FY 2020-21 Manager Recommended	Change from Approved Budget
1. FY 2019-20 Funded Agencies				
A Helping Hand	6,500	6,000	6,000	(500)
Big Brothers Big Sisters of the Triangle	7,680	10,000	7,680	-
Boomerang Youth Inc. ¹	13,358	24,000	13,358	-
Boys and Girls Club of Durham & Orange Co.	5,000	-	-	(5,000)
Bridge II Sports	7,577	15,000	7,577	-
Center for Community Self Help	50,000	50,000	50,000	-
Chapel Hill - Carrboro Meals on Wheels ⁴	17,335	80,800	44,823	27,488
Charles House	23,363	24,000	23,363	-
Club Nova ²	114,813	120,000	114,813	-
Community Empowerment Fund	23,824	24,000	23,824	-
Community Home Trust ^{2,3}	214,079	217,187	217,187	3,108
Compass Center for Women and Families	72,777	85,528	85,528	12,751
Dispute Settlement Center ¹	82,358	92,000	82,358	-
Duke Homecare & Hospice	1,134	1,500	1,134	-
El Centro Hispano	33,609	40,331	33,609	-
El Futuro ²	32,769	35,000	32,769	-
EmPOWERment	30,613	40,000	30,613	-
Farmer Foodshare	7,375	10,000	7,375	-
Habitat for Humanity	51,313	76,133	51,313	-
Hillsborough Arts Council	12,225	20,000	12,225	-
Historic Hillsborough Commission	9,054	9,200	9,054	-
Historical Foundation	9,606	10,000	9,606	-
Human Rights Center of Chapel Hill & Carrboro	12,159	15,000	12,159	-
Interfaith Council	57,603	127,000	127,000	69,397
KidSCOpe	75,000	96,000	75,000	-
Kidzu Children's Museum	13,301	22,395	13,301	-
Marian Cheek Jackson Center	21,319	27,500	21,319	-
Movement of Youth Inc.	30,529	-	-	(30,529)
OE Enterprises, Inc.	56,458	56,458	56,458	-
Orange Congregations in Missions	78,450	92,415	92,415	13,965
Orange County Disability Awareness Council	8,513	18,000	8,513	-
Orange County Literacy Council	16,145	20,000	16,145	-
Orange County Living Wage	18,588	25,000	18,588	-
Orange County Partnership for Young Children	5,950	6,000	5,950	-
Orange County Rape Crisis Center	56,588	60,000	56,588	-
Orange County Rural Alliance ⁴	27,488	-	-	(27,488)
Orange County Veterans Memorial	15,000	-	-	(15,000)
Our Children's Place - Coastal Horizons Center ²	750	-	-	(750)

FY 2020-21 Manager Recommended Budget Outside Agency Recommendations

Agency	FY 2019-20 Approved Budget	FY 2020-21 Agency Request	FY 2020-21 Manager Recommended	Change from Approved Budget
1. FY 2019-20 Funded Agencies (cont'd)				
Pathways to Change	7,000	20,586	11,351	4,351
Piedmont Health Services, Inc. ²	16,500	30,000	16,500	-
Planned Parenthood	20,000	20,000	20,000	-
PORCH	3,780	15,720	3,780	-
Refugee Support Center	5,000	7,500	5,000	-
Senior Care of Orange County	36,750	40,000	36,750	-
TABLE	10,450	15,000	10,450	-
The Arc of the Triangle	6,653	7,500	6,653	-
The Art Therapy Institute ²	3,877	10,000	3,877	-
The Arts Center	13,863	15,000	13,863	-
The Exchange Club Child Abuse Prevention ²	13,464	23,336	13,464	-
Transplanting Traditions	375	7,500	375	-
Triangle Bikeworks	4,214	5,000	4,214	-
TROSA	250	2,000	250	-
Voices Together	18,513	20,000	18,513	-
Volunteers for Youth ¹	9,289	11,000	9,289	-
1. Total - FY 2019-20 Funded Agencies	\$ 1,490,181	\$ 1,806,589	\$ 1,541,974	\$ 51,793
2. New or Previously Unfunded Agencies				
Book Harvest	-	1,200	-	-
Child Care Services Association	-	35,000	-	-
Hope Renovations	-	33,000	-	-
Reentry House Plus	-	30,000	-	-
Swim for Charlie	-	17,500	-	-
2. Total - New or Previously Unfunded Agencies	\$ -	\$ 116,700	\$ -	\$ -
Grand Total	\$ 1,490,181	\$ 1,923,289	\$ 1,541,974	\$ 51,793

Notes:

1. The agency receives State Juvenile Crime Prevention Council (JCPC) funds; the County provides a 30% match.
2. Finance and Administrative Services administers all agency contracts with the following exceptions: Club Nova (a part of Cardinal Innovations, MOE funds \$95,000), Community Home Trust (Housing), El Futuro (Public Health), Piedmont Health Services (Health), Our Children's Place - Coastal Horizons (CJRD), The Art Therapy Institute (a part of Cardinal Innovations, MOE funds \$3,000), The Exchange Club Child Abuse Prevention Center (Social Services).
3. Community Home Trust requested an increase in funding for FY 2020-21. This increase is based on an interlocal agreement formula.
4. Chapel Hill Carrboro Meals on Wheels and Orange County Rural Alliance plan to merge together effective July 1, 2020.

Outside Agency Summaries

1. FY 2019-20 Funded Agencies (*previously funded*)

A Helping Hand

\$6,000

A Helping Hand enables senior citizens to live independently, maintain high levels of wellness and avoid institutionalized care. Services provided include transportation to the doctor, assistance with shopping for nutritious food and preparing healthy meals, assistance with business correspondence, and light housekeeping for a clean and safe home environment.

Big Brothers Big Sisters of the Triangle

\$7,680

Big Brothers Big Sisters provides children facing adversity with strong and enduring professionally supported one-to-one relationships that change their lives for the better, forever. Big Brothers Big Sisters (BBBS) of the Triangle offers two services: community-based and school-based mentoring.

Boomerang Youth Inc.

\$13,358

Boomerang is an alternative suspension program for middle and high school a student that engages youth, at-risk for disconnection and their communities, with a supportive alternative environment for out of school time, and advocating for community. This agency receives a county match through the Juvenile Crime Prevention Council (JCPC) program; see the Public Safety Non-Departmental Section for more details.

Boys and Girls Club of Durham & Orange County

\$0

The Boys and Girls Club of Easter Piedmont provides Orange County school age children and youth, especially from challenging circumstances, with a professionally supervised, consistent environment where they are safe, equally accepted and able to participate in goal-oriented programs that enhance their self-esteem and assist them to achieve their full potential as productive, responsible and caring citizens. This agency did not apply for funding in FY2020-21.

Bridge II Sports

\$7,577

Bridge II Sports creates opportunities for children and adults with physical challenges to participate in team, individual, and recreational activities. Funds will support EveryBODYPlaysNC (EBPNC) and adapted sports programs that serve Chapel Hill residents, with physical disabilities.

Center for Community Self Help

\$50,000

Center for Community Self Help is overseeing the Northside Neighborhood Initiative project. The Northside Neighborhood Initiative (NNI) is a collaborative, cross jurisdictional effort. Entering its fifth year, the NNI received a \$3M loan commitment from UNC in spring 2015 and Town of Chapel Hill implementation support the first three years. The NNI produces essential units to meet the affordable housing gap; saves subsidy dollars at the back end for the County; models collaboration with all affordable housing partners; secures racial and socioeconomic diversity; retains 4th and 5th generation county residents; and allows mobilization of additional creative options for elder housing. In the spring of 2018, the NNI team was informed of a funding loss and requested additional money from the County outside of the Outside Agency process. The Board of County Commissioners approved \$50,000 to support this affordable housing initiative.

Outside Agency Summaries - continued

Chapel Hill-Carrboro Meals on Wheels

\$44,823

The Chapel Hill-Carrboro Meals on Wheels program aims to nourish the bodies and spirits of the homebound with a balanced meal and the human connection they need to help them live independently. The agency uses volunteers to deliver nutritious noonday meals with cheerful personal visits to those who are homebound or recovering from surgery. This agency plans to merge with Orange County Rural Alliance.

Charles House

\$23,363

Charles House is a private, nonprofit organization whose mission is threefold: 1) Enriching the lives of seniors; 2) Supporting families caring for aging family members; and 3) Representing the community's commitment to its elders.

Club Nova

\$114,813

Club Nova provides opportunities for individuals with mental illness to lead meaningful lives of their choice in the community. Club Nova serves adults in Orange County, living with severe and persistent mental illness, and provides them with structured daily activities, as well as social, vocational and residential opportunities that they would not otherwise have. This agency will be funded with maintenance of effort (MOE) funds through Cardinal Innovations / OPC Mental Health (\$95,000) and county general funds (\$19,813).

Community Empowerment Fund

\$23,824

The Community Empowerment Fund (CEF) cultivates opportunities, assets and communities that support the alleviation of homelessness and poverty. CEF is a student-powered nonprofit that pairs volunteers with its members to provide personalized, one-on-one assistance.

Community Home Trust

\$217,187

Community Home Trust is a nonprofit provider of affordable housing. Its mission is to create and maintain permanently affordable housing. The agency implements the inclusionary housing policies of local governments. Although the agency's funding is budgeted in the Human Services Non-Departmental accounts, the Department of Housing and Community Development administers the contract.

Compass Center for Women and Families

\$85,528

The Compass Center helps individuals and families build stable lives by increasing self-sufficiency and preventing domestic violence. The agency provides direct services, including crisis response and court advocacy, and long-term tools for self-sufficiency, including financial literacy education, career exploration and access to legal information.

Dispute Settlement Center

\$82,358

The Dispute Settlement Center promotes and brings about peaceful settlement of disputes and prevents the escalation of conflict through mediation, facilitation, conciliation, and training. This agency receives a county match through the Juvenile Crime Prevention Council (JCPC) program; see the Public Safety Non-Departmental Section for more details.

Duke Homecare and Hospice

\$1,134

Duke Homecare and Hospice provides medical, psychosocial, spiritual and bereavement care for terminally ill patients and families, regardless of ability to pay. Bereavement services are provided to anyone in the community, regardless of connection to hospice, through individual, family, and group sessions, as well as in the Chapel Hill-Carrboro and Orange County School Systems.

Outside Agency Summaries - continued

El Centro Hispano

\$33,609

El Centro Hispano is a grassroots community-based organization dedicated to strengthening the Latino community and improving the quality of life of Latino residents in Carrboro, Chapel Hill, and the surrounding area. El Centro Hispano in Carrboro creates programs to build community strengths and skills through referral/resource services, translation/interpretation, employment services, legal consultations and mediation; and English for speakers of other languages (ESOL) literacy.

El

Futuro

\$32,769

El Futuro addresses the behavioral health needs of North Carolina's Latino community by promoting behavioral health awareness, enhancing existing services, and developing a model clinic. Funds will support mental health and substance abuse services, for uninsured Orange County residents, for whom there are no other available services. The Health Department – Public Health division will administer and oversee this agency's grant. MOE funds will be associated with agency's funding (\$27,500).

EmPOWERment

\$30,613

The mission of EmPOWERment is to emPOWER people and communities to control their own destinies through affordable housing, advocacy, community organizing and grassroots economic development. With funding provided through the Human Services grant, EmPOWERment, Inc. has created a one-stop shop for affordable rental programs and services.

Farmer Foodshare

\$7,375

Farmer Foodshare connects farm fresh food with agencies that serve the hungry. Formed by the farmers and shoppers of the Carrboro Farmers' Market, the agency provides fresh food to agencies, such as food pantries and local schools that needed the healthiest possible food in their programs.

Habitat for Humanity of Orange County

\$51,313

Habitat for Humanity provides decent affordable housing for families earning less than half of the area median income and who live in substandard housing. HHOC constructs simple, well-built homes that are then sold to qualifying families at affordable prices.

Hillsborough Arts Council

\$12,225

The Hillsborough Arts Council's mission is to "Enrich our Community through the Arts". Funding will assist with the year-end goals of: (1) Sustain Current Programs, (2) Expand Revenue-generating art lessons and retail opportunities, and (3) use our 30th anniversary to rebrand HAC and build development efforts.

Historic Hillsborough Commission

\$9,054

The Historic Hillsborough Commission maintains and preserves the Burwell School Historic Site, located on Churton Street in Hillsborough; interprets the history of 19th century Hillsborough for the enrichment of the public; and to celebrate and promote the culture and heritage of Hillsborough and Orange County.

Outside Agency Summaries - continued

Historical Foundation of Hillsborough and Orange County **\$9,606**

The Orange County Historical Museum, located in Hillsborough, enlightens and engages the community and visitors from around the world by preserving and interpreting the history of Hillsborough and Orange County.

Human Rights Center of Chapel Hill and Carrboro **\$12,159**

The Human Rights Center dba Refugee Community Partnership builds a powerful community support infrastructure to enable and sustain the complex process of rebuilding home. Through relationship-based support, opportunity development, and cultural stewardship, RCP bridges the gap between local refugee communities and the services, resources, and opportunities they need. Funds will support bi-weekly ESL classes and general agency operations. The Refugee Community Partnership operates under The Human Rights Center of Chapel Hill and Carrboro.

Inter-Faith Council for Social Service (IFC) **\$127,000**

The Inter-Faith Council meets basic needs and helps individuals and families achieve their goals. They provide shelter, food, direct services, advocacy and information to people in need. The IFC accomplishes this through strong partnerships with volunteers, staff and those we serve. They rely on the active involvement of caring individuals, congregations and other community organizations. The entire \$127,000 will be budgeted in the Department of Social Services.

KidSCope **\$75,000**

KidSCope is an early intervention program that offers services to young children who are experiencing social, emotional, and/or behavioral difficulties. KidSCope will provide therapeutic mental health services and parent education to young Orange County children and their families.

Kidzu Children's Museum **\$13,301**

With focus on S.T.E.M., the arts, child health and wellness and emerging literacy, "Kidzu's mission is to inspire children and the adults in their lives to learn through creative and purposeful play." Funding supports the Outreach STEM program and access to STEM programs.

Marian Cheek Jackson Center **\$21,319**

The Marian Cheek Jackson Center advances the vitality, diversity, and historical integrity of neighborhoods struggling with displacement. Established in 2008, the agency preserves, engages, and acts on the rich history of Northside and Pine Knolls.

Movement of Youth, Inc. **\$0**

Movement of Youth (MOY) prepares diverse youth to lead and succeed in the 21st Century through mentoring and targeted enrichment activities led by college students. MOY aspires to be the nation's leading movement for young people to disrupt the status quo and build a safer, smarter, more socially conscious world. Funding supports the My Brother's Keeper program. This agency did not apply for funding in FY2020-21

OE Enterprises **\$56,458**

OE Enterprises is a community rehabilitation program. OE Enterprises provides vocational training and sheltered employment programs for Orange County citizens who have employment barriers. OE Enterprises is a thriving business that promotes achievements, self-reliance, life choices and respect through relationships with community partners.

Outside Agency Summaries - continued

Orange Congregations in Mission (OCIM) \$92,415

Orange Congregations in Missions provides services to economically-challenged and homebound northern Orange County residents through volunteer efforts of diverse congregations and individuals. The agency provides nutritious food and financial assistance to the economically insecure population of northern Orange County and provides nutritious meals to the frail and elderly in our community.

Orange County Disability Awareness Council \$8,513

The Orange County Disability Awareness Council offers educational and advocacy projects to promote opportunities for persons with disabilities to work and live in an environment free of architectural, attitudinal, economic, structural, and societal barriers.

Orange County Literacy Council \$16,145

The Orange County Literacy Council helps adults reach their education, employment and life goals. Trained volunteers provide individualized and small group instruction to adult learners who want to improve their reading, writing, basic math, English language and GED preparation skills.

Orange County Living Wage \$18,588

Orange County Living wage is a non-profit 501c3 organization that is focused on promoting a living wage in Orange County, North Carolina. Through our employer certification program, we certify Orange County employers that pay their employees a living wage. The certification is voluntary on the parts of the employees.

Orange County Partnership for Young Children \$5,950

The Orange County Partnership for Young Children aims to ensure that all young children arrive at school healthy and ready to succeed. Funds support the Early Literacy Initiative. Previously, funding has been requested to support the Transplanting Traditions Community Garden. In FY18-19, Transplanting Traditions became a separate 501c3 organization and applied for funding under a separate application.

Orange County Rape Crisis Center \$56,588

The Orange County Rape Crisis Center works to stop sexual violence and its impact through support, education, and advocacy. The agency provides residents with 24-hour crisis intervention services, community education, training, and provides educational programs for students, in Chapel Hill-Carrboro City Schools and Orange County Schools.

Orange County Rural Alliance \$0

Orange County Rural Alliance (OCRA) is part of a community-based alliance that is building awareness of the needs of rural seniors and supports them with what they need to age in place with independence and dignity. OCRA helps with access to county services, safe homes, nutritious food and friendly human contact. OCRA delivers hot meals to rural seniors in underserved areas. Funding supports OCRA's meals on wheels program. This agency plans to merge with Orange County Rural Alliance.

Outside Agency Summaries - continued

Orange County Veterans Memorial

\$0

Orange County Veterans Memorial requested Outside Agency funds to develop walkways and rest areas for visitors to the memorial park area to include seating and educational kiosk/displays. This request is for capital needs, therefore is not eligible for Outside Agency funding. Since Orange County Veterans Memorial does not meet the criteria established for the County's Capital Loan Program, matching funds are being budgeted in the Community Relations department. This agency did not apply for funding in FY2020-21

Our Children's Place – Coastal Horizons Center

\$0

Coastal Horizons Center (CHC) provides a continuum of professional services to promote healthier lives, stronger families and safer communities. Our Children's Place (OCP) of Coastal Horizons Center is a statewide program, based in the Triangle, that services as North Carolina's leading advocate and educational resource focused on children of incarcerated and returning parents. Our Children's Place - Coastal Horizons Center will work directly with the Criminal Justice Resources department to receive funding for services provided to Orange County residents. This agency did not apply for funding in FY2020-21

Pathways to Change

\$11,351

A pathway to Change, Inc. provides classes to meet the needs of those required by a North Carolina mandate to participate in a state certified domestic violence Batterer Intervention Program. Additionally, Pathways to Change intends to provide other services to identify client needs and link clients to needed services. This agency requested a reduction in funding for FY 2018-19. Behavioral Insights Inc. changed their agency name to Pathways to Change in August, 2017.

Piedmont Health Services

\$16,500

Piedmont Health Services has served the health care needs of the citizens of central North Carolina, since 1970. The agency operates several community health centers, provides high quality, comprehensive family health care services and offers payment on a sliding fee scale, for those who qualify. The agency also provides bilingual care to a growing Spanish-speaking population.

Planned Parenthood of Central North Carolina

\$20,000

Planned Parenthood is an essential health care provider, committed to educating our communities and expanding and protecting access to reproductive health services. The agency provides education programming to reduce rates of unintended pregnancy and sexually transmitted infection in the County, and educates residents about insurance plans available under the Affordable Care Act and provides information to help them enroll.

PORCH Chapel Hill – Carrboro

\$3,780

The mission of PORCH Chapel Hill – Carrboro is to alleviate hunger and promote better nutrition in the Community through monthly food drives supporting many initiatives. Funding supports the Food for Families program where, monthly, fresh food is distributed to 50 low-income families already served by PORCH.

Outside Agency Summaries - continued

Refugee Support Center

\$5,000

The Refugee Support Center (RSC) is a volunteer-based organization established to facilitate the transition of Orange County refugees in their adjustment and integration into American culture. Our goal is to help refugees develop the skills and access the tools they need to thrive in their new home and allow them to become self-sufficient, contributing members of our society.

Senior Care of Orange County

\$36,750

Senior Care of Orange county, Inc. provides program services to frail or disabled older adults to help remain in their homes with family as long as possible. The program provides financial support to the Florence Gray Soltys Adult Day Health Program under the auspices of Senior Care of Orange County, Inc.

TABLE

\$10,450

TABLE's mission is to provide healthy, emergency food aid every week to hungry children living in Chapel Hill and Carrboro, NC.

The Arc of the Triangle

\$6,653

The Arc of the Triangle works with and for people who have or are at risk for intellectual and/or developmental disabilities to promote full participation in areas of life in our community. Funds will offset the cost to provide educational and social experiences, not funded through Medicaid or State funding.

The Art Therapy Institute

\$3,877

The Art Therapy Institute (ATI) provides counseling services for children in schools, adult refugees at a local community health center, and adult women through refugee support groups. The services provided by ATI help their clients return to jobs and family life, and reintegrate into their communities. This agency will be funded with maintenance of effort (MOE) funds through Cardinal Innovations / OPC Mental Health (\$3,000), and county general fund (\$555). The County will administer both contracts (MOE and General Fund dollars) for ATI in FY 2019-20.

The Arts Center

\$13,863

The ArtsCenter exists in order to inspire creativity and to enrich the lives of people of all ages. The Arts Center links art, artists and audiences in Orange County through programs, events and classes designed in response to community needs and interests. Funds support youth programs and school shows.

The Exchange Club Child Abuse Prevention Center of NC/Alamance Family Ctr. \$13,464

The Exchange Club seeks to prevent and treat child abuse and neglect. The Parent Aide program will provide in-home visitation services to 18 families at-risk for and/or involved in child abuse and neglect. Provision of services will be offered to all Orange County residents, for free. The Department of Social Services will budget and administer the contract funds, in FY 2019-20.

Transplanting Traditions

\$375

Transplanting Traditions Community Farm (TTCF) works with refugees from Burma to foster a healthier community and maintain agricultural traditions as they build new lives in North Carolina. The heart of TTCF is an eight-acre farm in Orange County where refugee families grow food, build farm businesses, celebrate culture, and create a sense of home. TTCF became a 501c3 organization in the fall of 2018. Previously this was a project overseen by Orange County Partnership for Young Children.

Outside Agency Summaries - continued

Triangle Bikeworks

\$4,214

Triangle Bikeworks has been in operation for four years and incorporated in the state of North Carolina since October 2012. The youth participants of Triangle Bikeworks are enriched in mind, body and spirit through transformative community, cultural and cycling experiences.

TROSA – Triangle Residential Options for Substance Abusers Inc.

\$250

TROSA is an innovative, multi-year residential program that enables substance abusers to be productive, recovering individuals by providing comprehensive treatment, work-based vocational training, education and continuing care – all at no charge.

Voices Together

\$18,513

Voices Together is an Orange County-based non-profit that uses a specialized music therapy approach to help people with intellectual and developmental disabilities speak, communicate and express their thoughts, feelings and needs. The agency does this through groups in classrooms that employ our proprietary model and by training teachers, parents, therapists and caregivers in its methods and approach.

Volunteers for Youth

\$9,289

Volunteers for Youth provides services to Orange County youth to integrate them into the community in ways that help them make responsible choices and recognize that they have a stake in their future. This agency receives a county match through the Juvenile Crime Prevention Council (JCPC) program; see the Public Safety Non-Departmental Section for more details.

Outside Agency Summaries - continued

2. FY 2020-21 New or Previously Unfunded Agencies

Book Harvest

\$0

Book Harvest works to ensure that every corner of our community – and every home in our midst – is a book rich environment for all children and families. The proposed use of funds is to subsidize the collection and provision of books for children aged 0 to 5 at Orange County partner locations and to provide when possible, on-site materials and resources for families about the importance of strategies for reading at home with children. The Manager does not recommend funding for this agency in FY 2019-20.

Child Care Services Association

\$0

Child Care Services Association mission is to ensure that affordable (no more than 10% of a family's gross earnings are used to purchase childcare for one child), accessible, high quality childcare is available for all young children and their families. The Manager does not recommend funding for this agency in FY 2019-20 as the services are duplicative to the Childcare Subsidy program offered at Social Services. The Manager does not recommend funding for this agency in FY 2019-20.

Hope Renovations

\$0

The mission of Hope Renovations is to inspire hope in women and older adults for a joyful and fulfilling future. Hope Renovations will accomplish this by teaching women the skills and providing them the support needed to pursue living-wage careers in the construction trades, and by providing them on-the-job experience via their work in the homes of older adults who need repairs and renovations to safely and comfortably stay in their homes as they age. The Manager does not recommend funding for this agency in FY 2019-20.

Reentry House Plus

\$0

Reentry House Plus's mission is to provide housing and support services in North Orange County, NC to those recently released and seeking to build productive, stable, independent lives post incarceration. This organization proposed to use the funds (\$30,000) requested to support rent and staffing of their residential house for post-incarcerated individuals. The Manager does not recommend funding for this agency in FY 2019-20.

Swim for Charlie

\$0

Swim for Charlie is a 501(c)3 organization that coordinates swimming lesson support with Orange County Schools. Their mission is to provide development of youth based water safety skills, giving children the opportunity to be safe in and around water. The Manager does not recommend funding for this agency in FY 2019-20.

Planning & Inspections Department

(919) 245-2575

		<i>orangecountync.gov/planning</i>				
	2018-19	2019-20	2019-20	2019-20	2020-21	2020-21
	Actual	Original	Revised	12-Month	Department	Manager
		Budget	Budget	Estimate	Requested	Recommended
General Fund						
Expenditures						
Operations	182,895	245,260	319,994	203,909	282,115	208,258
Personnel Services	2,964,568	2,969,857	3,020,144	2,833,208	2,963,658	2,966,272
Total Expenditures	3,147,462	3,215,117	3,340,138	3,037,117	3,245,773	3,174,530
Offsetting Revenues	(1,575,211)	(1,578,488)	(1,578,488)	(1,908,647)	(1,685,625)	(1,517,063)
Net Cost (Fund)	1,572,251	1,636,629	1,761,650	1,128,470	1,560,148	1,657,467

Mission Statement

The Planning and Inspections Department seeks to serve the residents and businesses of Orange County by implementing adopted land use, environmental, and building policies and standards through a system of regulations to promote stable and quality residential and non-residential economic development.

BOCC Goal Three linkage: Implement planning and economic development policies which create a balanced, dynamic local economy, and which promote diversity, sustainable growth and enhanced revenue while embracing community values. (Also, supports other goals of health, safety and welfare)

Division: Administration

Major Services

- Develops planning studies, area plans and/or regulatory measures to implement BOCC Goals.
- Administration of Planning Board agendas/meetings and BOCC Public Hearing agendas.
- Administration of various inter-governmental planning initiatives such as the Joint Planning Agreement with the Towns of Chapel Hill and Carrboro, Town of Hillsborough, Cities of Durham and Mebane, and the Schools Adequate Public Facilities Ordinance (SAPFO).
- Manages interdepartmental collaboration and takes lead roles on special planning projects.
- Assists in other major comprehensive plan implementation and current planning amendments.
- Manages Transportation Planning (roads, bridges) and collaborates on transit with Orange County Public Transit (OCPT) on Public Transit initiatives; Orange County Bus & Rail Investment Plan (OCBRIP), (AKA Orange County Transit Plan (OCTP)) local, intra-county and regional including transit infrastructure development coordination.
- Manage Engineering initiatives such as Economic Development zone, water, sewer, infrastructure and coordinate with gas, telecommunication (wired fiber and wireless) and roadway construction.
- Interacts with regional, state and federal agencies such as North Carolina Department of Transportation (NCDOT), Army Corps of Engineers (ACOE), North Carolina Department of Environment and Natural Resources (NCDENR), Environmental Protection Agency (EPA), multiple Metropolitan Planning Organizations (MPO), Triangle J Council of Governments (TJCOG), etc.
- Supports economic development department and leads coordinated infrastructure development before and during industrial recruitment and office/retail opportunities.
- Participates in intergovernmental coordination at the local, state, and federal levels including adjacent counties and the region.

FY 2019/20 Outcomes

- SAPFO Administration, including presentations on the annual technical report as requested

- Efficient Agenda Preparation and Management for Planning Board and Public Hearings including continual maintenance of Departmental webpage.
- Hillsborough-Orange County Strategic Growth Plan and coordinated land use plan review.
- Orange County, Chapel Hill, Carrboro Joint Planning Area (JPA) Administration – reviews and comments on Land Use Management Ordinance revisions proposed by Towns of Chapel Hill and Carrboro and on-going coordination with the Towns on land use issues.
- Zoning Ordinance and Map Amendment and Comprehensive Plan Text and Map amendments, including significant mapping efforts. This is an implementation measure of the Efland-Mebane Small Area Plan, including Buckhorn EDD.

Outcome Measures	2017/18 Actual	2018/19 Actual	2019/20 Budget	2019/20 Estimate	2020/21 Projected
Prepare and distribute agendas: Regular Public Hearings	4	4	4	5	6
JPA Public Hearing	2	2	2	1	2
Advisory Boards/Task Forces	28	30	30	30	32
Other Local Government Meetings	20	20	20	30	40

FY 20/21 Fiscal Year Objectives

- Continued administration of JPA, SAPFO, and Planning Board and Quarterly Public Hearing agendas.
 - Assistance with "Phase II" Unified Development Ordinance amendments as needed (i.e., addition of Economic Development planning process streamlining and Central Permitting, Agricultural Support Enterprises).
 - Continued implementation of Efland-Mebane Small Area Plan (i.e., Design Guidelines, Land Use Plan text and map amendments) which can include 'prezoning'.
 - City of Mebane/Orange County Strategic Growth Plan Study
 - Continued coordination with the Town of Hillsborough implementing the intergovernmental agreement regarding utility extension.
 - Continue to provide GIS mapping (including thematic maps) and socio-economic data (updated by 2010 Census) to department staff, other county departments, and outside agencies as requested. Required update to county's Data Element based on American Community Survey for use by all departments. Begin preparation of 2020 census.
 - Coordination with Orange County Public Transportation/Chapel Hill Transit (OCPT/CHT)/GoTriangle/MPO implementation of Orange County Bus and Rail Investment Plan (OCBRIP) regarding bus expansion.
 - Update OCTP including stakeholder involvement
 - Research/Planning/Implementation and monitor/amend to address Regional Mobility Act and ½ cent sales/tag tax initiative regarding Bus Rapid Transit, Amtrak and Commuter Rail.
 - Engineering/Infrastructure Oversight including master plan projects, as well as, specific projects outlined in CIP.
 - Economic Development Teamwork to show and prepare (infrastructure and zoning)Orange County sites.
 - Research and coordinate land use, zoning and infrastructure with our interlocal agreement municipal partners.
 - Continue work with Housing and Community Development department on Affordable housing and workforce housing initiative.
 - Analyze county and city population and employment projections for 2045 MTP of the DCHCMPO. Discuss with local governments the 'ground truth' of such projections.
 - Continue work on rural cluster subdivision design.
- Interdepartmental collaboration

1. Development Fiscal Impact Study Assist Manager's Office with development of fiscal impact model to gauge the impacts of various land uses and their density/intensity pattern related to revenues and the cost of services and coordinate with all departments and consultant.
2. Environmental Health, Planning & Inspections, Information Technologies
Land Management Central Permitting Software (LMCPS) Customer Service Portal
This collaboration assists customers (residents and businesses) to proceed with real estate improvement and development. This upgraded software will improve and streamline processing, employ technology and internet access, share information across department areas and provide better reporting and performance measurement.
3. Planning & Inspections, Department on Aging, Housing and Community Development
Housing Opportunities and Master Aging Plan
Housing supply challenges are being exacerbated by the aging population, limitations on land development and the increasing cost of services and associated taxes. New housing types (such as 'Tiny Houses') or cooperative living styles are necessitating a new look at land development regulations and the impact of changing demographics.
4. Information Technologies, Planning & Inspections
Rural Broadband
The Planning department is responsible for both urban and rural development patterns and the services that are available to promote equity and a balanced transportation and communication network.
 - This initiative has had a long incubation period, trying to collaborate with public-private partnerships to extend broadband to urban (easier task) and rural areas whether it be wired or wireless. Besides 'telecom' providers, there is strong interest by emergency management and electric utilities to 'communicate' with remote areas. The task is to ascertain the 'tipping point' where the private sector business model finds it financially prudent to extend to these 'last mile' areas by incentivizing with public capital to reach the goal of public safety and access to public services and information including school instruction.
 - Virtual Meeting Room enhance the present 'Go To Meeting' facilities to reduce meeting travel and allow seamless participation in out of county facility meetings. This will involve our facility upgrades, as well as, participation from hosting or contributing locations. This will also enhance our webinar learning program.
5. Continue participation multi-jurisdictional team with Rogers Road land use and sewer planning.
6. Continue participation multi-jurisdictional team with Greene Tract land use and sewer planning.
7. Planning & Inspections, OCPT, Health Department, Department of Social Services, Department on Aging, Libraries
Public Transit Program for Human Services and job community.
Public Transit has been identified in the goal setting and strategic plans of all of the aforementioned agencies. This initiative provides enhanced access to jobs and county services which are centralized and consistent with land use and zoning.
Short range Transit Plan
8. Economic Development and Planning, Building and Environmental Health, create an advocate/ombudsman work group to facilitate and educate residents and businesses thru the development process. Share an existing position to organize activities and information sharing. Evaluate our Economic Development partnerships with City of Mebane, Town of Hillsborough and City of Durham regarding land use development potential.
9. Collaborating with Chapel Hill regarding "Charting our Future" and development potential in future transit corridors.

Department Highlights

Working with all community and regional stakeholders in the update to the OCTP to reallocate investments in the absence of DO-LRT. Continued work on BOCC identified 2019-2020 priorities, including further implementation of adopted small area plans, and related infrastructure and land use/zoning work in economic development districts. Analyzing the impacts of development with fiscal service cost/revenue model. Continue implementation of the Roger's Road Area Plan (including Greene Tract) and coordination with other departments regarding the displacement of mobile homes and other affordable housing opportunities.

Planning and Inspections: Comprehensive Planning

Mission Statement: The Comprehensive Planning Division serves the residents, businesses, advisory boards, and local officials of Orange County through long-range transportation and land use planning services, which include the development, administration, coordination, and implementation of County, inter-County, regional, and State plans.

Major Services

- Provides Transportation Planning service function of the County, including coordination between and among the County and NCDOT, MPOs, RPO, and TJCOG.
- Small bus (park and ride lots and shelters) capital planning.
- Administration of Orange Unified Transportation Board (OUTBoard) agendas/meetings.
- Prepares/updates/implements elements of the Comprehensive Plan, Joint Land Use Plan with Hillsborough, coordination with Mebane, and access management plans.
- Prepares/amends/coordinates functional long- and short-range plans and special studies.
- Provides technical assistance to governing and advisory boards concerning comprehensive planning issues in Orange County.
- Coordinates with other County Departments and Divisions on ordinance and/or policy preparation/amendment required to implement the Comprehensive Plan.

FY 2019-20 Outcomes

- Coordination with GoTriangle and OCPT on bus shelter and park and ride lot planning and implementation.
- Participated in development of State Transportation Improvement Program, SPOT 6.0.
- MPO Projects -- Durham-Chapel Hill-Carrboro 2050 Metropolitan Transportation Plan (MTP).
- Administrative and technical support for update to Orange County Transit Plan.
- Complete implementation of Bicycle Safety initiatives such as branding, signage, PSA videos, posters and new Drive Safely Ride Safely website.
- Support capacity to the Community Relations Director on 2020 Census initiatives.
- Complete land use study in partnership with Mebane and provide recommendations on next steps.
- Supported Planning Director with special projects related to the County's economic development initiatives.

FY 2020-2021 Objectives

- Active membership on Technical Committees of the two MPOs and RPO, as well as support to respective Policy Boards and respective Orange County elected officials.
- Coordination with the City of Mebane and Economic Development Department identifying prime areas for development and process any land use amendments or other recommendations that may be required.
- Completion of five bus shelters on OCPT routes.
- Participate in completion of State Transportation Improvement Program, SPOT 6.0.

Planning & Inspections

- Development of the DCHC MPO 2050 MTP.
- Participate in development of MPO and RPO Unified Planning Work Programs.
- Administration of Quarterly meetings with NCDOT.
- Continued administration required for OUTBoard.

Department Highlights

- Active membership on Technical Coordinating Committees of the two MPOs and RPO, as well as support to respective Policy Boards and Orange County elected officials that serve on them.
- State Transportation Improvement Program, SPOT 6.0 prioritization process.
- Coordination with the City of Mebane and Economic Development Department identifying prime areas for development and process any land use amendments or other recommendations that may be required.
- Administrative and technical support for update to Orange County Transit Plan.
- Installation of bus shelters, up to five on OCPT routes.

Division: Current Planning

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Current Planning						
General Fund						
Expenditures						
Operations	97,038	127,275	181,089	119,039	149,994	109,004
Personnel Services	1,276,917	1,232,550	1,253,696	1,278,251	1,286,701	1,287,782
Total Division Expenditures	1,373,955	1,359,825	1,434,785	1,397,290	1,436,695	1,396,786
Offsetting Revenues	(41,798)	(49,000)	(49,000)	(45,000)	(46,000)	(41,400)
Net Cost (Fund)	1,332,157	1,310,825	1,385,785	1,352,290	1,390,695	1,355,386

Major Services

- Administer and manage land use and subdivision regulations including, but not limited to: zoning, subdivision, erosion control, flood damage prevention, environmental protection, watershed management, stormwater management, and adequate public facilities.
- Process and issue permits authorizing land disturbing activity (residential and non-residential).
- Information/educational resource for the general public concerning development policies.
- Enforcement of land use and environmental management regulations.

FY 2019-20 Outcomes

- Outline up to 5 measurable results anticipated, by June 30, 2020.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Permits					
Issue permits for completed/accurate residential development permit applications within 5 business days	93%	95%	95%	90%	95%
Issue permits for completed/accurate non-residential development permit applications in no less than 30 business days from date of submittal (Ordinance maximum is 30 days)	90%	95%	95%	88%	95%
Respond, in writing or e-mail, to request for information on land use issues within 5 business days from receipt	90%	95%	95%	89%	95%

Planning & Inspections

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Enforcement of Land Use Regulations ¹					
Conduct initial inspection on a submitted complaint within 5 business days from receipt.	90%	90%	90%	88%	90%
Respond to complaint within 7 business days from date of receipt	80%	90%	90%	85%	90%
Follow-up inspections on violations within 30 days of initial notice of violation being sent out	85%	90%	90%	81%	90%

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service – Processing of Subdivision Applications					
Ensure review/action (i.e. approve, deny, reject, request additional information, etc.) on Minor Subdivision Concept Plan applications occur within 30 business days from receipt of application	90%	93%	95%	89%	95%
Respond to applicants with updates within 5 business days from contact	90%	90%	95%	87%	95%

FY 2020-21 Objectives

- Continue to work on increasing permit processing effectiveness within identified time frames.
- Continue to hold open houses and educational meetings to keep local residents informed of division activities.
- Continue to improve outreach activities to keep residents informed of local development applications/projects including increasing web presence.
- Continue to work to revise existing regulations to address identified long-term planning issues (i.e. subdivisions, landscape standards, sign regulations, mixed use development projects, rural master planning, affordable housing, etc.) and continue to stream line the table of permitted land uses (Section 5.2) and permit review processed.
- Continue to improve enforcement program with additional outreach and community meetings.
- Implement the online customer service permitting portal as part of the new permit/inspection software program.

Department Highlights

- Imposition/modification of State regulations will continue to complicate the permit review and action process.
- The Department will have to review the need for additional personnel to address our land use regulation enforcement program.
- Development and implementation of the new permitting software (EnerGov), including the online customer service portal, has required more staff time than originally

¹ Staffing issues within the Department continue to hinder enforcement inspections and follow-up. There is no longer a dedicated enforcement officer within the Division. The Current Planning supervisor still serves as the primary enforcement officer for the County.

Planning & Inspections

projected/allotted. There are still concerns related to the functionality of the system that have not/are not being addressed thereby contributing to a decrease in permit processing efficiency.

- A comprehensive re-assessment of the Division's fee schedule will need to be completed. At this time the Division is only charging sufficient application review fees to recoup approximately 35% of staff costs (i.e. salary, materials, etc.). Previously, elected officials have expressed concerns over raising application fees and making the development process too expensive. Our issue is we have no way to offset our expenses and justify the need for additional personal.

Division: Erosion Control and Stormwater/Engineering

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Erosion Control						
General Fund						
Expenditures						
Operations	12,248	25,365	25,984	17,867	26,145	22,234
Personnel Services	500,410	528,656	537,679	464,571	484,668	484,668
Total Division Expenditures	512,658	554,021	563,663	482,438	510,813	506,902
Offsetting Revenues	(293,483)	(304,000)	(304,000)	(554,000)	(329,000)	(296,100)
Net Cost (Fund)	219,175	250,021	259,663	(71,562)	181,813	210,802

The Erosion Control and Stormwater division of the Planning Department focuses on the administration, interpretation, and enforcement of erosion/sedimentation control and stormwater regulations as embodied within the Unified Development Ordinance (UDO). Orange County continues to function as a 'Locally Delegated Program' meaning we have been authorized by the State to enforce the its rules and regulations for a number of environmental programs, most notably erosion and sediment control and stormwater. In addition, the division performs various engineering duties related to extending utility infrastructure to the Economic Development Districts. Both sections enhance the monitoring of water resources which promote stable, valuable sustainable and quality development.

On July 3, 2019 the administration of the Division was temporarily re-assigned to the Current Planning Supervisor. The Department is in the process of advertising and hiring a new Erosion Control officer and supervisor who will administer the program.

Major Services

- Administer and manage erosion/sedimentation control and stormwater management regulations;
- Process and issue permits authorizing land disturbing activity (residential and non-residential);
- Serve as an information/educational resource for the general public concerning erosion control and stormwater regulations. This involves conducting several 'open house' and community outreach meetings within the County;
- Enforcement of applicable regulations including the periodic inspection and monitoring of development sites. This includes post –construction monitoring of stormwater control measures (SCMs);
- Manage and develop major water and sewer infrastructure projects extending public water supply and sewage collection to three Economic Development Districts of Orange County.
- Manage, maintain and operate Lake Orange Reservoir, including three (3) upstream sediment control structures (wet detention ponds); inclusive of monitoring/maintenance of

Planning & Inspections

minimum flow in the East Fork of the Eno River through automated flow release controls in accordance with the multi-party Eno River Water Management Plan.

- Review and approve stormwater management plans and/or individual stormwater control measures (SCM) in coordination with reviews and approvals by the Erosion Control Division.
- Provide engineering support, dam management support, and stormwater management support to other County departments.
- Provide engineering and stormwater management guidance/support to County residents.

FY2019-20 Outcomes

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Erosion Control Plans Reviewed	63	50	60	55	50
Land Disturbing Permits Issued	63	50	50	55	50
Stormwater Management Plans Reviewed	9	10	13	10	15
Total disturbed Acres Permitted	375	265	250	265	300
Inspections (FY2018-19 Based upon 2 ECO-II's + 2 ECO-I's)	1327	1800	1800	1800	1800
Surface Water Identifications (SWID's)	58	35	55	50	50

- Hillsborough Economic Development District (EDD): Completed the engineering design and closed out the associated professional services contract with The John R. McAdams Company, the design consultant of record. The project was formally bid for construction in May 2019; only one bid was received and the bid amount was not within the available construction budget. We began (and continue to pursue) negotiations with a private developer for a potential public/private partnership in constructing and developing this EDD so as to serve the southwestern area of the economic development zone, near the intersection of I-40 and Old NC 86.
- Eno Economic Development District (EDD): Submitted final payments to City of Durham (City) so as to allow City formally terminate the City's pre-existing professional services contract with CDM Smith, the design consultant of record for this EDD. The scoping of the proposed sewer line extensions within this EDD were refined by the Engineering Division so as to coordinate with current development in the area (i.e. John Coates property) and reduce construction costs; the design is currently approximately 70% complete. We began (and continue to pursue) a new agreement between the County and the City of Durham so as to complete the design under a new professional services contract between the County and CDM Smith, with the County serving in a "developer" role to extend the City's gravity sewer system to serve approximately 100 acres in the northeastern area of the EDD.
- Historic Rogers Road Area Sewer Expansion: Construction of the gravity sewer system extension was completed in the summer of 2019. Negotiated final change orders and final pay requests with Moffat Pipe, the general contractor of record. Executed a new interlocal agreement between the County, Town of Chapel Hill, and Town of Carrboro procure shared public funds for installation of private sewer service laterals for qualified low-to-moderate income (LMI) residents located within the service area of the newly installed Rogers Road gravity sewer system. Initiated public outreach efforts with the Towns and leaders with the Rogers-Eubanks Neighborhood Association to inform local residents of available public funding assistance related to private sewer service lateral installations.
- Lake Orange:

- 1) Performed mowing/maintenance and additional aquatic weed management on Lake Orange and three (3) upstream sediment control structures.
 - 2) Removed overgrown trees from the Lake Orange spillway channel.
 - 3) Installed slope stabilization along the Lake Orange spillway channel.
 - 4) Replaced existing deteriorated chain link fencing around the Lake Orange spillway channel and installed new anti-intruder entrance gates on site access road and intake tower walkway.
 - 5) Posted formal 'No Trespassing' signs at strategic locations within the Lake Orange site.
 - 6) Created a new 5-year CIP for Lake Orange Rehabilitation work. FY19-20 efforts included the allocation of funding and the solicitation of professional services for the design of critical repair work on the Lake Orange dam and spillway channel, as well as servicing of the primary drain gate on the Lake Orange intake tower.
 - 7) Solicited a professional services contract for procuring a "Dam Engineer" for the County that would serve as an on-call engineering consultant in support of the recently approved Emergency Action Plan (EAP) for Lake Orange.
 - 8) Coordinated with NCDWR and partners within the Eno River Water Management Plan (Plan) to request administrative revisions so as to clarify dated language within the Plan.
 - 9) Coordinated with affected County departments and the Manager's office to jumpstart a formal discussion and potential solutions to the legacy problem of illegally constructed docks, retaining walls and boat ramps on Lake Orange (Orange County property).
- **County Dam Management:** Began a County-wide evaluation of existing dams that are owned and/or operated by the County or public affiliates of the County (e.g. Orange County Sportsplex, Orange County Schools) to assess current conditions and/or the need for maintenance and capital improvements. The goal of this initiative was to identify and rectify (where needed) any short-term and long-term liability/financial risks to the County. Eight (8) dams were evaluated and inspected as of the end of FY19-20, including a High-Hazard dam (Meadowlands Pond) that had originally been erroneously affiliated with County ownership.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Manage and develop major water and sewer infrastructure projects.					
Buckhorn Mebane EDD, Efland Sewer to Mebane, Phase 2 Extension project	Completed construction documents, bid and awarded project and began construction	Completed construction of sewer system, including the West Ten Pump Station and transferred operations and maint. to Mebane	Added flushing and capping of the abandoned sewer force main, via final Change Order; within original budget. Formally transferred easements to City of Mebane	Finalize formal transfer of hard copy documents to City of Mebane	No additional budget needs anticipated. Project to be completed using encumbered funds for abandoned force main flushing.
Jordan Lake Water Allocation (1.5%) and Triangle Water Supply Partnership		Paid County share of USACE O&M of Jordan Lake	As budgeted	Pay County share of USACE capital cost/interest and USACE O&M costs for Jordan Lake and County share of TWSP dues	Pay County share of USACE capital cost/interest and USACE O&M costs for Jordan Lake and County share of TWSP dues

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Eno Economic Development District (EDD) <u>Current Focus:</u> Gravity sewer service to the most northeasterly area of the EDD ~ 100 acres	Completed 2nd extension to Interlocal agreement; commission and completed final design to +/- 70% construction documents	Project delayed; project concept was re-designed by Eng. Division so as to coordinate with private developers in the EDD that will construct prior to the County's ability to construct the sewer extension Must direct-contract with engineering consultant to complete the refined design.	Project delayed; project concept was re-designed by Eng. Division so as to coordinate with private developers in the EDD that will construct prior to the County's ability to construct the sewer extension Must direct-contract with engineering consultant to complete the refined design.	Direct contract with engineering consultant to take current 70% design to 100% completion. Final design must coordinate with private developers. New agreement first needed with City of Durham, then County to complete CD's, bid and begin construction of Phase 1 sewer system expansion.	Direct contract with engineering consultant to take current 70% design to 100% completion. Final design must coordinate with private developers. New agreement first needed with City of Durham, then County to complete CD's, bid and begin construction of Phase 1 sewer system expansion.
Hillsborough Economic Development District (EDD) <u>Current Focus:</u> Providing water and gravity sewer infrastructure to the EDD near the I-40/Od NC 86 interchange	Refined final design, permitting and bid documents	Completed final design, permitting and bid construction Only one bid received which was higher than available budget.	As budgeted Negotiating with private developer for potential construction using available County construction funds.	Potential partnership with private developer to use existing permitted construction drawings and available County construction funds to award and construct sewer and water system extensions.	No additional budget needs anticipated. Project to be completed using encumbered funds for construction of sewer and water system extensions.

Planning & Inspections

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Historic Rogers Road Area Sewer Expansion	Construction contract awarded at the 06/06/17 BOCC meeting. NTP was issued on 09/18/17.	Ongoing construction with delays due to dense rock removal.	Nine (9) change orders processed thru August 2019; associated costs fell within original construction budget. Issued RFP for qualified plumbers to install private sewer laterals for low income residents; no responses. Projects will be bid individually as they come in. Construction completed in summer 2019.	Process final change order and final payment requests from general contractor. Close out contracts between the County, AECOM, and OWASA. Manage the installation and funding of private sewer service laterals for low-to-moderate income residents.	As budgeted under current ILA between the County and Towns. Manage the installation and funding of private sewer service laterals for low-to-moderate income residents.
Transfer the Eland Sewer System to Mebane	Mebane officially became Operator in Responsible Charge (ORC); County Engineering continued preparations for system turnover.	Finalized formal transfer of Eland Sewer System to City of Mebane	As budgeted Finalized formal transfer of easements to City of Mebane.	Provide support to City of Mebane staff. Formal transfer of hard copy documents to City of Mebane.	No additional budget needs anticipated.
Lake Orange Dam and Spillway Maintenance SCADA = Supervisory Control and Data Acquisition, which allows us to remotely monitor and control the flow through the primary outlet.	Performed additional Hydrilla treatment.	Continued Hydrilla treatment; repaired some SCADA equipment. Obtained engineering evaluation of the condition and safety of the dam. Created new 5-year CIP for Lake Orange Rehab.	As budgeted Installed no trespassing signs; contracted for tree clearing and new fencing. Continued Hydrilla treatment.	Issue RFP for "Dam Engineer" so as to provide support for the EAP. Issue RFPs for erosion control barrier replacement and intake tower painting. Issue RFP for surveying work to establish and confirm the 615-ft MSL elevation at Lake Orange.	Continue annual maint. on Lake Orange with requested operating budget. Bid, award and effect repairs to erosion control barrier and intake tower using CIP funds. Perform surveying work for 615-ft MSL elevation.

Planning & Inspections

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Lake Orange Upstream Sediment Control Structures (3 total) Typical maintenance includes mowing of the dams; however, what is highlighted here are “additional” type maintenance projects, which vary from year to year, including aquatic weed control and structural (riser/barrel) outlet repairs.	Replaced trash rack on SCS #2; repaired support beam beneath outlet pipe for SCS #2; performed additional Hydrilla treatment.	Replaced trash rack on SCS #3; repaired support beam beneath outlet pipe for SCS #3; performed additional Hydrilla treatment; contracted for tree removal and mowing which had been neglected	As budgeted	Mowing.	Repair outlet pipe plunge pool on SCS #3, secure new easement(s) for SCS #3; perform Hydrilla treatment; replace gate valve operator on SCS #1, additional mowing
Lake Orange Emergency Action Plan (EAP)	Addressed comments from the State and resubmitted	EAP approved by NCDEQ.	As budgeted	Contract with consulting (dam) engineer to be on-call during certain emergency statuses, in accordance with the provisions of the EAP.	Maintain annual updates on the EAP.

FY2020-21 Objectives

- Continue to work on increasing permit processing effectiveness. This includes revising existing permit processing requirements as part of the County’s implementation of the new permit management software system;
- Continue to improve outreach activities to keep residents informed of local development applications/projects including increasing the Division’s web presence;
- Continue implementation of Falls Lake Stormwater Management Program and participate in the development of new stormwater regulations for the Cape Fear River basin;
- Increase number of erosion control and stormwater inspections with additional staff to better meet the expectations of the NC Sedimentation Control Commission (SCC);
- Revise the current Erosion Control/Sedimentation Control fee schedule.
- Eno Economic Development District (EDD): Negotiate and execute a “developer” agreement between Orange County and the City of Durham so that Orange County can take lead on pursuing this project to design completion and eventual construction. Negotiate and executed a professional services contract with an engineering consultant (preferably CDM Smith, the design consultant of record). Engineering is hopeful that construction documents for an initial extension of gravity sewer into the northeastern portion of the Eno EDD can still reach 100% completion with permitting, bid award and construction commencement in FY2020-21.

Planning & Inspections

- Hillsborough Economic Development District (EDD): Award and construct as much of the water and sewer infrastructure backbone as the budget will afford to serve the southwestern area of the economic development zone near the intersection of I-40 and Old NC 86.
- Lake Orange: Perform additional aquatic weed management; perform CIP repairs to the erosion control barrier and painting of the intake tower (both are priority repairs); lube and exercise all intake tower gates; order and install more permanent no trespassing signage; work with the Manager and the BOCC to move forward with potential solutions to the problem of illegally constructed private structures located on Lake Orange.
- Historic Rogers Road Area Sewer Expansion: Manage the review process and use of public funds for installation of private sewer service laterals for qualified low-to-moderate income (LMI) residents located within the service area of the newly installed Rogers Road gravity sewer system.
- County Dam Management: Continue to evaluate known existing dams that are owned and/or operated by the County or public affiliates of the County, on an annual basis, so as to recommend and coordinate any maintenance or capital improvements needed to reduce risk to the County. Work with other County departments and public affiliates to identify and inspect any potential additional dams that fall under the ownership and/or maintenance responsibility of the County or public affiliates.

Department Highlights

- Imposition/modification of State regulations will continue to complicate the permit review and action process.
- Modify fee schedule to comport revenues received to field staff and administration time spent.
- Reanalyze permit processes with new software and state regulations and modify UDO as necessary.

Division: Inspections

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Inspections						
General Fund						
Expenditures						
Operations	73,609	92,620	112,921	67,003	105,975	77,020
Personnel Services	1,187,241	1,208,651	1,228,769	1,090,386	1,192,289	1,193,822
Total Division Expenditures	1,260,850	1,301,271	1,341,690	1,157,389	1,298,264	1,270,842
Offsetting Revenues	(1,239,930)	(1,225,488)	(1,225,488)	(1,309,647)	(1,310,625)	(1,179,563)
Net Cost (Fund)	20,919	75,783	116,202	(152,258)	(12,361)	91,279

Major Services

- Review building plans, issue permits, conduct onsite inspections for Building, Electrical, Plumbing and Mechanical systems associated with new construction and alterations to existing buildings, to achieve compliance with and enforce the current North Carolina State Building Codes.
- Respond to the general public to act as a resource for Code related information and perform investigations of Code deficiencies.
- Assist County Departments and entities with construction related evaluations and information to ensure County projects meet minimum safety standards and requirements
- Provide inspections and assessments during disasters and major environmental events.
- Conduct annual safety inspections of public schools as required by G.S. 115C-525

FY 2019-20 Outcomes

Planning & Inspections

- Issue Permits for building, electrical, mechanical, plumbing, zoning compliance and solid waste.
- Provide plans review for all commercial and residential permit applications, assuring all relevant Codes and laws are met, before approval.
- Conduct 95% of scheduled inspections on the day requested to be performed.
- Inspect and authorize release of power service to residential and commercial buildings and facilities.
- Provide customer support and site visit for community residents seeking new business or facility activities.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: [Replace this text with a one-sentence description that describes the program, activity or service's intent.]					
Permits Issued (all)	5061	5478	5299	6646	6710
Building	965	1044	1035	1108	1120
Electrical	1877	2076	1997	2948	2975
Mechanical	1470	1556	1481	1786	1800
Plumbing	749	802	785	804	812
Field Inspections Year	19413	17,444	17976	20112	19500
Field Inspections per Day	74	67	73	77	74
Complaint / Inquiries	23	18	15	22	15
Commercial Plans Review	189	202	218	245	210
One and Two Family Dwelling Review	846	926	998	1018	1025
School Inspections	13	13	13	13	13
Permit Valuation in Orange County unincorporated and Town of Hillsborough	199,036,544	183,531,151	198,643,018	164,486,146	172,710,453

FY 2020-21 Objectives

- Implementation of the New Permitting Software's Customer Self Service Portal. This will facilitate our Resident's electronic access to the Permitting process.
- Implement electronic plans review for both Commercial and Residential projects.
- Conduct 95% of inspections on the day requested to be performed.
- Process and issue permits for building, electrical, plumbing, mechanical systems, zoning compliance and solid waste.
- Continue training with the new 2018 Building, Fuel Gas, Mechanical, Plumbing, Electrical, Administration, Energy Conservation, Existing Building, manufactured Home and Residential Codes.

Division: Special Projects & GIS

Major Services

- Administration of various inter-governmental planning initiatives such as the Joint Planning Agreement with the Towns of Chapel Hill and Carrboro, the Schools Adequate Public Facilities Ordinance (SAPFO), the Water and Sewer Management, Planning, and Boundary Agreement (WASMPBA), and the Chatham-Orange Joint Planning Task Force.
- Active participant on several County inter-department initiatives such as an affordable housing staff group and the Master Aging Plan staff group.

Planning & Inspections

- GIS mapping services and socio-economic/demographic data for Planning & Inspections, other County departments as requested, and other agencies as requested.
- Active participant on the regional group revising the Eno-Haw Hazard Mitigation Plan, a planning effort required by the State and Federal (FEMA) governments every 5 years.
- Manages interdepartmental collaboration, including BOCC agenda coordination with the County Manager's office.
- Prepares/updates/implements small area plans, comprehensive plan, development regulations (UDO), and special studies to implement BOCC goals.
- Maintains the official version of the Unified Development Ordinance, a cost/time savings over contracting with coding firms.
- Administration of Planning Board agendas/meetings.

FY 2019-20 Outcomes

- Greene Tract Staff Working Group: Extensive participation on a multi-jurisdictional staff working group that is working toward solutions for the jointly-owned Greene Tract.
- SAPFO Administration, including student membership projections, authoring the annual technical report, and coordinating the Joint Action Committee which is analyzing capacity issues related to State-required class size reductions.
- Planning GIS analysis, including extensive mapping related to economic development prospects, Census 2020, Broadband Service Area, Emergency Services, and the Greene Tract. Also provided GIS analytical services to other departments as needed (e.g., Economic Development, IT, Asset Management, and DEAPR) and participated on the LMCPs project team.
- Managed contract, including coordination between consultant and numerous County departments, for a fiscal impact study/model that will calculate the expected fiscal impacts to the County of various proposed development types.
- Conducted an analysis of existing and potential economic development areas and authored a report on the EDD standards contained in the UDO.
- Commenced work on UDO amendments pertaining to revisions required by State legislation that modernized planning and zoning statutes ("160D").
- Joint Planning Area (JPA) Matters: 1) Coordinated with Town of Carrboro staff over a period of several months regarding the FLX project proposal at the northeast quadrant of Old NC Highway 86 and Eubanks Road. 2) Completed an assessment of the southeast Rural Buffer area, in response to a BOCC petition.
- Conducted several training sessions with the Planning Board, as requested by a number of Planning Board members.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Planning Board Agenda Administration/Distribution					
Percentage of Planning Board Agendas/Materials available a minimum of 7 calendar days prior to meeting	100%	100%	100%	100%	100%
Service: JPA Administration – Review of Chapel Hill and Carrboro Ordinance Amendments and Projects					
Percentage of requested ordinance amendment and project reviews completed prior to Town public hearings	100%	100%	100%	100%	100%

FY 2020-21 Objectives

- Completion of UDO amendments pertaining to: 1) Implementation of "160D" state legislation, required to be adopted prior to December 31, 2020; and 2) Revisions to zoning districts and regulations for economic development.

Planning & Inspections

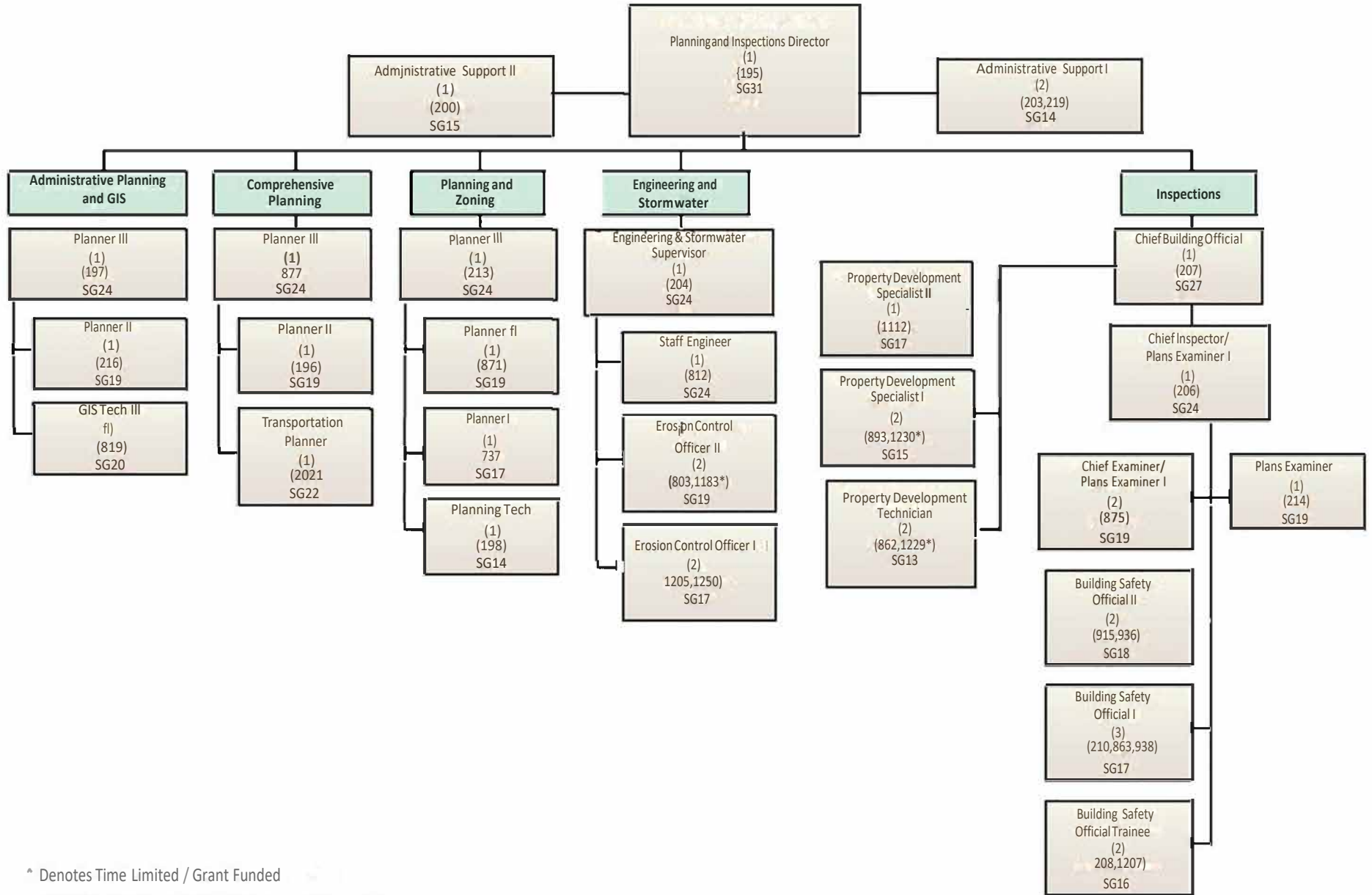
- Continue interdepartment and interagency collaboration on projects that cross department/agency lines of responsibility:
 - o Greene Tract/Rogers Road
 - o Senior housing and affordable housing
 - o Joint planning matters
 - o School siting and school capacity issues
 - o Joint Chatham-Orange Task Force
 - o Completion of Eno-Haw Mitigation Plan, a regional and inter-departmental planning effort
- Revise land use and development regulations, as directed by the BOCC in furtherance of BOCC goals.
- Continue to provide GIS mapping (including thematic maps) and socio-economic data to department staff, other County departments as requested, and outside agencies as requested.
- Continued administration of JPA, SAPFO, WASMPBA, and Planning Board agendas, as well as Department-wide coordination of BOCC agenda items with the County Manager's office.
- Continue to conduct Planning Board training, likely on a quarterly basis, as requested by several Planning Board members.

Budget Highlights

The FY 2020-21 Manager's Recommended Budget includes:

- Near base funding for personnel and operations.
- Reductions to travel and training as part of economic contingency plan to assist in countering the fiscal impact from the COVID-19 pandemic.

PLANNING AND INSPECTIONS



* Denotes Time Limited / Grant Funded

FY 2020-2021 MANAGER'S RECOMMENDED BUDGET

Register of Deeds

(919) 245-2679

orangecountync.gov/registerofdeeds

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Register Of Deeds						
General Fund						
Expenditures						
Operations	90,114	67,265	65,064	51,465	67,265	63,865
Personnel Services	916,354	944,643	959,482	971,963	1,039,187	1,030,093
Recurring Capital	3,882	3,400	6,014	5,602	5,850	-
Total Division Expenditures	1,010,351	1,015,308	1,030,560	1,029,030	1,112,302	1,093,958
Offsetting Revenues	(1,907,298)	(1,832,000)	(1,832,000)	(2,329,950)	(2,376,540)	(2,257,713)
Net Cost (Fund)	(896,947)	(816,692)	(801,440)	(1,300,920)	(1,264,238)	(1,163,755)

Mission Statement

The purpose of the Register of Deeds office is to record and preserve real and personal records while maintain compliance with the NC General Statutes. Provide access to public records and professionally serve the public and citizens of Orange County.

Department: Register of Deeds

Major Services

- Record legal documents and maps presented for recordation, and provide certified copies of permanent records.
- Index and scan all recorded documents to create permanent public records.
- Create permanent records of birth, death, marriage, and military discharges.
- Issue marriage licenses
- Redact personal information from the Register of Deeds Website.
- Passport Services.

FY 2019-20 Outcomes

- Review in order each document submitted to ensure compliance with NC General Statutes; submit land related documents to Land records for PIN assignment. Complete recording process – assign book/page number, time and date, (this gives notice to title searchers that the document has been recorded). Email/print receipt within 10 minutes, total process completed in the designated time frame approximately 90% of the time. June 2019 – July 2020 – R-recording approximately 70%.
- Issue certified copies of Birth, Death, and Marriage certificates within 5 minutes of application approximately 99% of the time. Issue Marriage license within 20 minutes of application approximately 98% of the time. Index Birth and Death records the same day received approximately 95% of time.
- Process Passport Applications; schedule appointments, review application, accept supporting documents, verify and document identity of applicant, ensure fraud prevention skills are being utilized to detect suspicious activity. Administer oath, collect fees for the US Department of State, assemble application package, and prepare transmittal form. Total process completed 10-20 minutes, approximately 99% of the time.

Register of Deeds – continued

- Historical Index – 48 Deed books – over 24,000 hand written pages from 1880 – 1752 have been indexed and are now available to the public.
- Vital records scanning – Approximately 126,000 records have been scanned by our software vendor.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Recording, Scanning, & Indexing all of documents					
Deeds, Deeds of Trust, D/T Cancellations, other documents, UCC's, Notaries	18,740	16,357	18,200	19,000	19,200
Service: Vital Records – Births/Deaths Indexed, Marriage Licenses & Certified Copies of Vital Records Issued					
Births Indexed	4,268	4,477	4,350	4,375	4,360
Deaths Indexed	1,538	1,589	1,550	1,545	1,560
Marriage Licenses Issued	854	781	800	790	800
Certified Copies of Vital Records Issued	20,945	21,339	21,200	21,250	21,300
Service: Passports					
Passport Applications	1,413	1,602	1,450	1,475	1,500
Passport Photos	1,071	1,359	1,150	1,200	1,225

FY 2020-21 Objectives

- Conservation/Preservation – continue to reverse the damage to the original historical records; Plat maps 62-69 approximately 2,236 pages. This project will be funded from the Register of Deeds Automation Fund (NCGS – 161-113).
- Phase 2 of Software Implementation to be funded from the Register of Deeds Automation Fund:
 - o Correct index/images of point pages - combine multiple index entries into 1 document so the images and index will be accessed through that single document.
 - o Electronic Assignment of PINs to eliminate the process of printing documents submitted electronically for PIN assignment.
 - o Index marriage records – approximately 36 books.
- Shred/Destroy Records (ongoing) – in accordance with the Retention and Disposition schedule for Register of Deeds approved by the North Carolina Department of Cultural Resources.
- Redesign the Register of Deeds website – due to the high volume of customer complaints trying to navigate our website we feel it is necessary to completely redesign the website to provide a higher quality of customer service. This project will be funded from the Register of Deeds Automation fund (NCGS – 161-113).

Budget Highlights

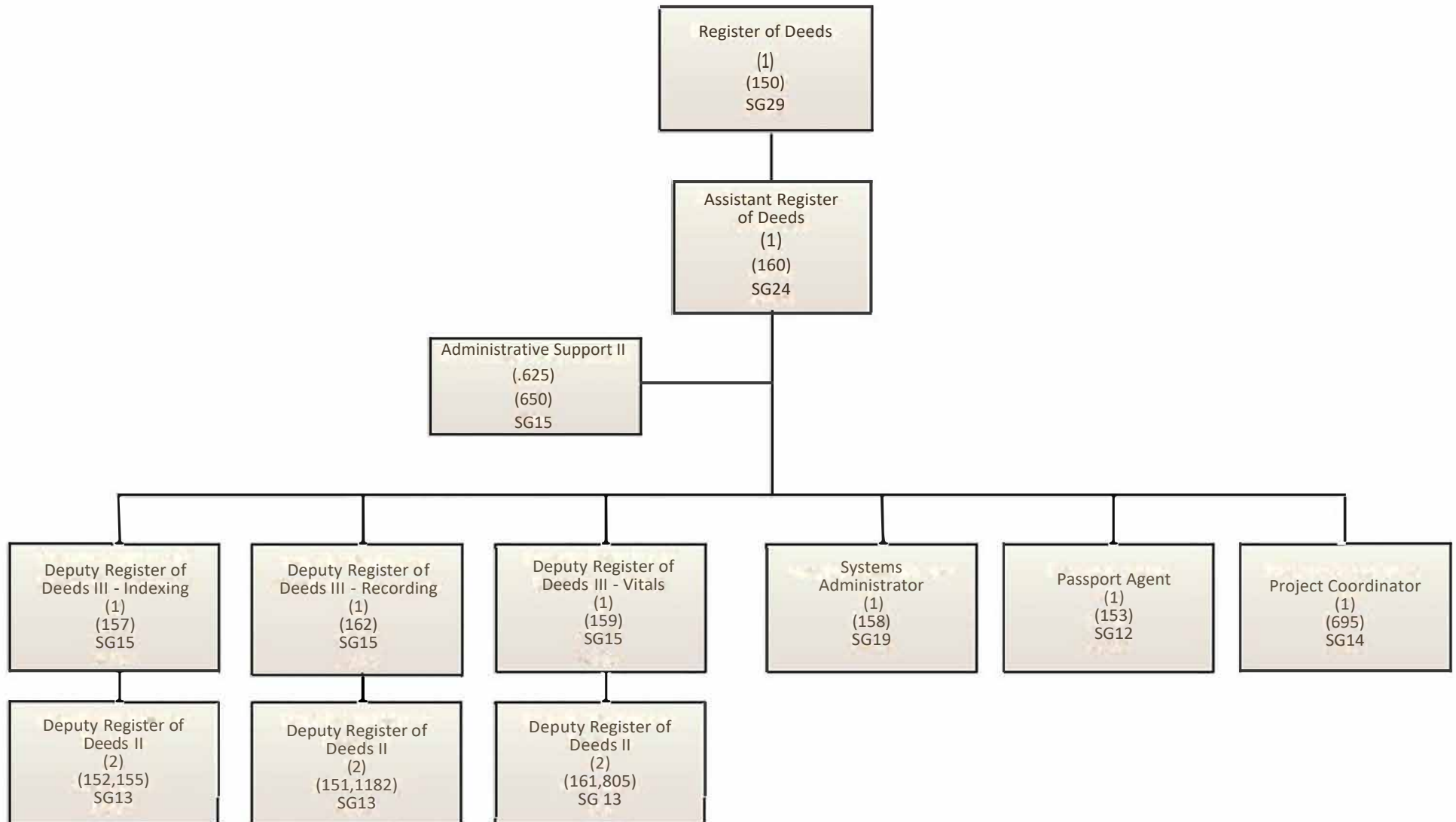
The FY 2020-21 Manager's Recommended Budget includes:

- Additional revenue of \$425k due to departmental projections anticipating increased excise stamp and fee revenue.
- Addition of \$9,094 for temporary student intern staff support.

Register of Deeds – continued

- Reduction of travel and training budgets as part of economic contingency plan to assist in countering the fiscal impact from the COVID-19 pandemic.

REGISTER OF DEEDS



Sheriff

Phone Number (919) 644-3050

Website: orangecountync.gov/sheriff

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>By Category (General Fund)</i>						Account: 330
Personnel Services	11,591,740	11,894,320	12,191,709	12,594,167	12,616,380	12,617,321
Operations	1,633,847	2,181,771	2,219,597	1,849,602	2,181,771	2,186,384
Capital Outlay	135,421	0	172,929	144,352	0	0
Total Expenditures	\$ 13,361,007	\$ 14,076,091	\$ 14,584,234	\$ 14,588,121	\$ 14,798,151	\$ 14,803,705
Offsetting Revenues	(3,362,284)	(3,059,388)	(3,255,908)	(3,172,227)	(3,059,388)	(3,059,388)
County Costs (net)	\$ 9,998,723	\$ 11,016,703	\$ 11,328,326	\$ 11,415,894	\$ 11,738,763	\$ 11,744,317
Total Sheriff and Related Expenditures	\$ 13,361,007	\$ 14,076,091	\$ 14,584,234	\$ 14,588,121	\$ 14,798,151	\$ 14,803,705

Mission Statement

The mission of the Orange County Sheriff's Office is to be responsive to the needs of all members of our community as well as to those who visit or travel through our great county, without regard to the individual differences that make us unique. We will put fear and bias aside and treat all citizens with the respect and courtesy they deserve. Following "True North" principles, we will remain the cornerstone of Orange County by realigning ourselves with the specific needs of those we serve.

Our mission is further exemplified by certain ongoing objectives that we in law enforcement must continually strive to achieve as we seek to fulfill the goals of this Sheriff's Office:

1. The protection of life, property, and Constitutional guarantees.
2. The enforcement of the General Statutes of the State of North Carolina.
3. The apprehension of law violators and the repression of crime.
4. The preservation of social tranquility, safety, and well being of all citizens.
5. The recovery and safe keeping of property.
6. The prevention of civil disorder.
7. To provide service to the courts and the criminal justice system.
8. To provide humane safe keeping of all persons confined in the Orange County Detention Center.

Major Services

- Provide continuous 24-hour routine patrol services to the entire county.
- Respond to crimes in progress, citizen complaints, and incident investigations.
- Seek out wanted persons and serve criminal process. Serve civil process as mandated by the court.

SHERIFF'S OFFICE – continued

- Provide school/community resource deputies for Orange County's elementary, middle, and high schools to prevent violence and work with at risk students in the community.
- Operate the County Detention Center. Transport inmates to court and maintain custody of same during court trials. Transport inmates to and from other detention facilities and state prisons. Provide courtroom security for courts and courthouse property.
- Continue community outreach and crime prevention programs, including Crime Stoppers and D.A.R.E in the county schools. Provide assistance, aid, and support to victims of domestic violence, child abuse, and other crises, Project Lifesaver, elderly and handicapped, S.A.L.T. We offer drug drop boxes for prescription drugs. The boxes are located in the Orange County Courthouse and the Orange County Sheriff's Office.
- Enhance and expand existing programs such as Citizens' Academy, Project Engage, COORE, Street Safe, and Bike Safe.

FY 2019-20 Outcomes

- Reduce overall crime and criminal activity.
- Continue the school resource deputy program to reduce crime and incidents of violence in the schools.
- Provide safe housing and security for state and federal inmates.
- Continue screening all domestic violence reports and initiate contact with victims.
- Respond to 100% of citizens' concerns regarding neighborhood drug and crime problems.

Outcome Measures	2017-18 Actual	2018-19 Actual	2018-19 Budget	2019-20 Estimate	2020-21 Projected
Break-ins	292	284	460	410	492
Larcenies	350	435	469	382	497
Domestic violence contacts/incidents	3,777	3,904	5,000	5,000	6,500
Juvenile contacts by deputies (state law requires juvenile contacts be reported)	50,550	50,550	50,550	35,385	51,000
Child abuse cases	175	175	175	228	296
Average number of inmates per month	115	117	130	100	130

FY 2020-21 Fiscal Year Objectives

- Involve more citizens in our efforts to reduce and prevent crime. Continue high visibility and aggressive patrol coverage throughout the county to deter and prevent crime. Increase daily e-mails to Community Watch Groups for crime in their community.
- Work in cooperation with other community agencies to empower victims of domestic violence and provide them with the resources available to prevent and remove themselves from domestic violence.

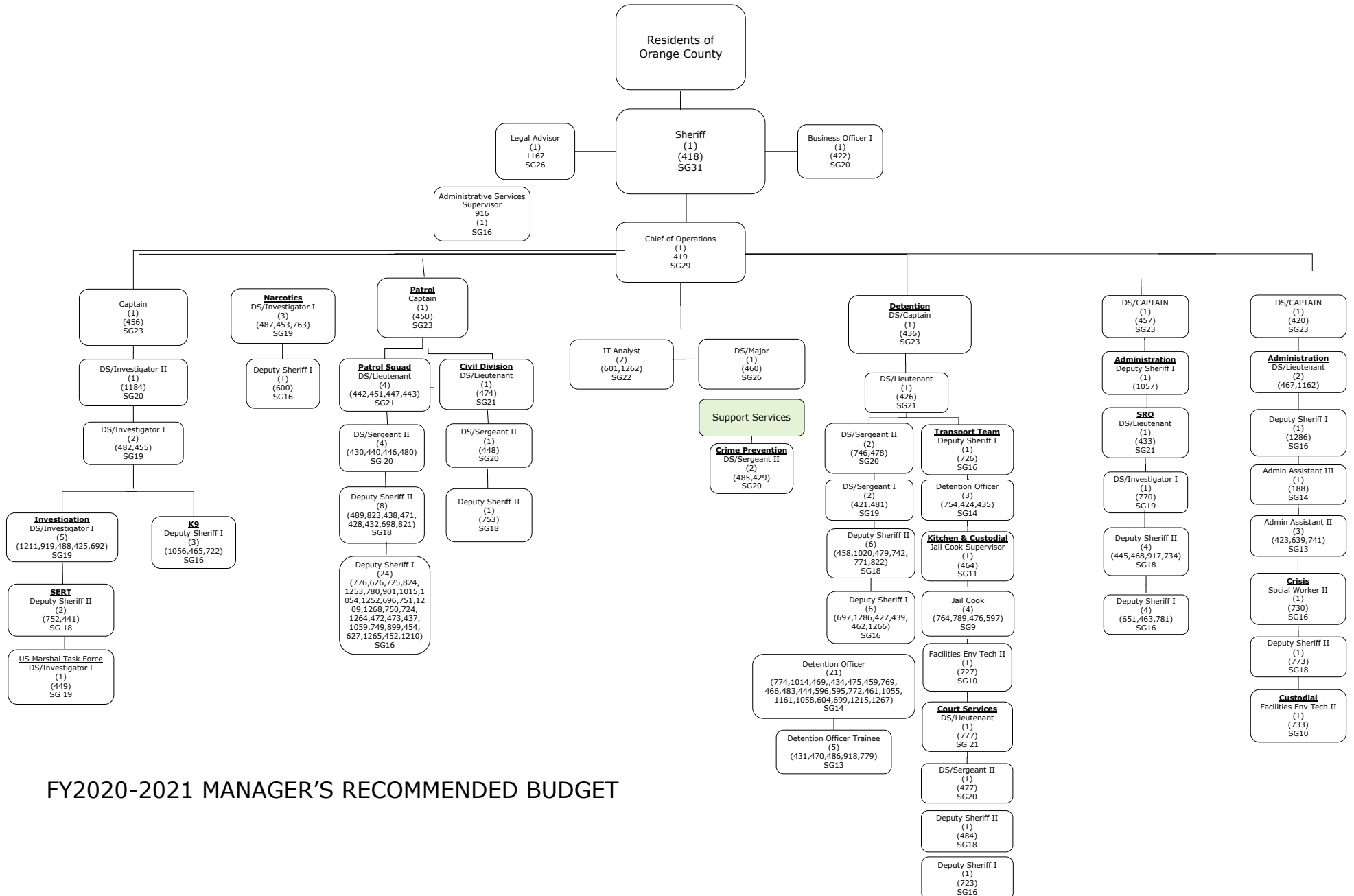
SHERIFF'S OFFICE – continued

- Continue to involve citizens, especially parents of school-age children in our drug awareness prevention and programs. Encourage citizen participation in solving community problems and decrease overall incidents of crime.
- Meet federal and state detention standards as mandates.

Budget Highlights

- The Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.

SHERIFF'S OFFICE



FY2020-2021 MANAGER'S RECOMMENDED BUDGET

Department of Social Services

Phone Number: (919) 245 -2800

Website: orangecountync.gov/DSS

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>By Category (General Fund)</i>						Account: 400
Personnel Services	12,234,927	12,917,971	13,165,125	12,392,329	13,458,701	13,393,146
Operations	6,592,758	7,371,537	7,889,935	6,379,629	7,711,560	7,932,683
Capital Outlay	53,851	29,696	108,675	28,559	27,832	25,600
Total Expenditures	\$ 18,881,536	\$ 20,319,204	\$ 21,163,735	\$ 18,800,517	\$ 21,198,093	\$ 21,351,429
Offsetting Revenues	(9,565,093)	(10,078,148)	(10,325,649)	(9,826,796)	(10,348,842)	(10,291,642)
County Costs (net)	\$ 9,316,443	\$ 10,241,056	\$ 10,838,086	\$ 8,973,721	\$ 10,849,251	\$ 11,059,787
Total Department of Social Services and Related Expenditures	\$ 18,881,536	\$ 20,319,204	\$ 21,163,735	\$ 18,800,517	\$ 21,198,093	\$ 21,351,429

Mission Statement

The Orange County Department of Social Services shall meet with clients at their point of need to provide preventive, supportive, and restorative services delivered with competence and compassion while striving to protect vulnerable children, the at-risk elderly, persons with disabilities and the economically disadvantaged in our community.

Administration

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>Central Administration (General Fund)</i>						
Personnel Services	1,961,921	2,098,598	2,182,964	2,131,948	2,254,204	2,254,204
Operations	1,747,697	1,775,215	1,889,396	1,540,192	1,915,259	1,916,967
Capital Outlay	52,050	26,696	105,675	28,559	24,832	22,600
Total Central Administration Division Expenditures	\$ 3,761,668	\$ 3,900,509	\$ 4,178,035	\$ 3,700,699	\$ 4,194,295	\$ 4,193,771
Offsetting Revenues	(68,461)	(66,332)	(66,332)	(66,332)	(66,332)	(66,332)
County Costs (net)	\$ 3,693,206	\$ 3,834,177	\$ 4,111,703	\$ 3,634,367	\$ 4,127,963	\$ 4,127,439

Major Services

- Administration and fiscal support for Department divisions and the Social Services Board
- Management of accounts payable and receivable
- Provides for maintenance of building and equipment as well as other expenses such as mileage for all DSS employees.

FY 2019-20 Outcomes

- Increased revenue collections by tracking all staff coding resulting in DSS receiving all capped allocations for agency staff.

Social Services – continued

- Assured no findings in the State fiscal monitoring.

FY 2020-2021 Objectives

- Maximize state and federal funds available to Orange County for Social Services
- Ensure compliance with fiscal and program audit requirements
- Maintain expenditures within approved county budget
- Meet all growth and fixed performance measures included in the Memorandum of Understanding between the North Carolina Department of Health and Human Services and Orange County
- The COVID-19 crisis will result in increased demand for many public assistance programs such as Food and Nutrition Services, Medicaid, Work First and emergency assistance. The full impact on programs will not be known until later in 2020 as the economic forecasts become clearer. Historically the service industry rebounds slower than other parts of the economy and could result in ongoing demand for food and other essential services.

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Travel and Training budget has been reduced as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.
- Increases of \$14,662 for Temporary Personnel for scanning child welfare case files.
- Increase of \$79,544 in Mileage and Contract Services based on complying with State mandates.

Public Assistance

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Public Assistance (General Fund)						
Personnel Services	0	0	0	0	0	0
Operations	1,280,867	1,580,292	1,580,292	1,289,057	1,571,320	1,571,320
Capital Outlay	0	0	0	0	0	0
Total Public Assistance						
Division Expenditures	\$ 1,280,867	\$ 1,580,292	\$ 1,580,292	\$ 1,289,057	\$ 1,571,320	\$ 1,571,320
Offsetting Revenues	(661,358)	(811,784)	(811,784)	(810,284)	(802,812)	(802,812)
County Costs (net)	\$ 619,509	\$ 768,508	\$ 768,508	\$ 478,773	\$ 768,508	\$ 768,508

Major Services

- Determine eligibility and process benefits for Food and Nutrition Services (FNS)
- Provide medical assistance to low-income families meeting eligibility guidelines for Medicaid programs
- Determine eligibility for Special Assistance for domiciliary patients
- Provide Emergency Assistance to families in crisis

Social Services – continued

FY 2019-20 Outcomes

- Working to meet state and federal timeframes for processing Medicaid and Food and Nutrition Services applications and recertifications
- Passed State Medicaid Report Card for every month thus far in FY2019-20 and every month in FY2018-19
- Continues contracts with Inter-Faith Council (IFC) and Orange Congregations in Mission (OCIM) to administer some emergency assistance funds for water and rent
- Continues to provide emergency assistance to victims of weather-related disasters.

Measure Type	Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
	Service: Determine eligibility and process benefits for Food and Nutrition Services (FNS)					
County	Average number of households receiving food and nutrition services monthly	5,074	4,973	5,000	4,800	6,000
County	Average processing time in days (Target: ≤ 13)	11	11	10	11	11
State Fixed	The County will process 95% of expedited FNS applications within 4 calendar days from the date of application.	93%	97%	96%	96%	95%
State Fixed	The County will process 95% of regular FNS applications within 25 days from the date of application.	97%	96%	96%	96%	95%
State Fixed	The County will ensure that 95% of FNS recertifications are processed on time, each month.	98%	95%	96%	99%	95%
County	The County will ensure that 90% of Program Integrity claims are established within 180 days of the date of discovery.	91%	95%	90%	90%	90%
	Service: Provide medical assistance to low-income families meeting eligibility guidelines for Medicaid programs					
County	Average number of recipients receiving Medicaid monthly	16,367	16,387	17,800	16,400	17,000
County	The County will process 90% of Medicaid applications within the time standards.	96%	99%	95%	99%	90%
	Service: Determine eligibility for Special Assistance for domiciliary patients					
County	Number of individuals receiving Special Assistance for the Aged (SAA)	112	105	110	90	90
State Fixed	The County will process 85% of Special Assistance for the Aged (SAA) applications within 45 calendar days of the application date.	63%	93%	90%	90%	85%

Social Services – continued

Measure Type	Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
County	Number of individuals receiving Special Assistance for the Disabled (SAD)	160	151	160	118	118
State Growth	The County will process 85% of Special Assistance for the Disabled (SAD) applications within 60 calendar days of the application date.	58%	91%	85%	88%	85%
	Service: Provide Emergency Assistance to families in crisis					
State Fixed	The County will process 95% of Crisis Intervention Program (CIP) applications within one (1) business day for applicants with no heat or cooling source.	80%	93%	95%	99%	95%
State Fixed	The County will process 95% of Crisis Intervention Program (CIP) applications within two (2) business days for applicants who have a heat or cooling source.	96%	99%	95%	99%	95%

FY 2020-21 Objectives

- Assist low-income families and individuals with meeting nutritional, medical, and other basic needs
- Continue to meet time standards in Food and Nutrition Services and Medicaid programs
- Utilize Temporary Assistance for Needy Families (TANF) emergency funds to assist at-risk families with children
- Continue outreach efforts to maximize use of federal energy funds to support families
- Improve performance in processing Special Assistance and energy cases

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes offsetting changes in energy assistance programs in revenue and expense.

Child and Family Services

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Children/Family Services (General Fund)						
Personnel Services	4,974,208	5,181,987	5,286,314	5,135,189	5,496,187	5,496,187
Operations	1,386,463	1,501,446	1,569,629	1,337,342	1,705,489	1,652,489
Capital Outlay	0	0	0	0	0	0
Total Children/Family Services						
Division Expenditures	\$ 6,360,670	\$ 6,683,433	\$ 6,855,943	\$ 6,472,531	\$ 7,201,676	\$ 7,148,676
Offsetting Revenues	(3,522,184)	(3,826,023)	(3,973,524)	3,772,641	(4,032,894)	(4,032,894)
County Costs (net)	\$ 2,838,486	\$ 2,857,410	\$ 2,882,419	\$ 10,245,172	\$ 3,168,782	\$ 3,115,782

Social Services – continued

Major Services

- Provide protective services and substitute care for at-risk Orange County children
- Provide safe, permanent homes for children in DSS custody
- Conduct Adult Protective Services intake and investigations
- Provide supportive services to adults in their homes
- Coordinate adult out-of-home placements
- Act as guardian and protective payee for incompetent or disabled adults

FY 2019-20 Outcomes

- Worked toward validating data and improving performance on child welfare performance measures
- Created service plans for all adult wards and assure well-being through monthly visits and crisis intervention
- Supported senior adults and adults with disabilities to remain in their own homes when possible
- Continued implementing NC FAST for child welfare

Measure Type	Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Provide protective services and substitute care for at-risk Orange County children						
County	Number of households assessed for abuse and neglect.	NA*	579	NA*	700	700
State Growth	The County will initiate 95% of all screened-in reports within required time frames.	81%	78%	81%	86%	86%
County	Average number of children in DSS legal custody.	93	113	110	109	109
State Growth	For all children who were victims of maltreatment during a twelve-month period, no more than 9.1% received a subsequent finding of maltreatment.	14%	NA**	14%	NA**	9%
State Growth	The County will ensure that 95% of all foster youth have face-to-face visits by the social worker each month.	96%	100%	95%	98%	95%
Service: Provide safe, permanent homes for children in DSS custody						
County	Number of children adopted.	16	19	20	20	15
State Growth	The county will provide leadership for ensuring that 40.5% of children who enter foster care in a 12-month period are discharged to permanency within 12 months of entering foster care.	15%	NA**	25%	NA**	25%
State Growth	The County will provide leadership for ensuring that of children who enter foster care in a 12-month period who were discharged within 12 months to reunification, kinship care, guardianship, or adoption, no more than 8.3% re-enter foster care within 12 months of their discharge.	0%	NA**	8%	NA**	8%

Social Services – continued

Measure Type	Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
State Growth	The county will provide leadership for ensuring that of all children who enter foster care in a 12-month period in the county, the rate of placement moves per 1000 days of foster care will not exceed 4.1.	N/A	NA**	5.0	NA**	5.0
Service: Conduct Adult Protective Services intake and investigations						
County	Number of Adult Protective Services investigations.	68	88	80	85	80
State Growth	The County will complete 95% of APS evaluations involving allegations of abuse or neglect within 30 days of the report.	84%	NA**	84%	95%	95%
State Growth	The County will complete 85% of APS evaluations involving allegations of exploitation within 45 days of the report.	79%	NA**	79%	92%	85%
Service: Provide supportive services to adults in their homes						
County	Number of adults receiving Community Alternatives Program (CAP)/in-home services	59	55	80	60	60
Service: Act as guardian and protective payee for incompetent or disabled adults						
County	Number of guardianship cases	39	44	39	50	50

*This measure has been changed to reflect households rather than number of children. The 2019-2020 budget projected 1,000 children.

**This number is not available due to the changes with the state performance measures reporting.

FY 2020-21 Objectives

- Improve performance on child welfare performance measures
- Meet all adult services performance measures
- Support senior adults and adults with disabilities to remain in their own homes when possible

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes increases in revenue and expenditures related to supporting increases in foster care.

Economic Services

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Economic Services (General Fund)						
Personnel Services	5,298,798	5,637,386	5,695,847	5,125,192	5,708,310	5,642,755
Operations	475,952	572,635	828,669	630,750	581,703	851,118
Capital Outlay	1,800	3,000	3,000	0	3,000	3,000
Total Economic Services						
Division Expenditures	\$ 5,776,551	\$ 6,213,021	\$ 6,527,516	\$ 5,755,942	\$ 6,293,013	\$ 6,496,873
Offsetting Revenues	(4,773,509)	(4,973,821)	(4,973,821)	(4,677,172)	(4,951,628)	(4,894,428)
County Costs (net)	\$ 1,003,043	\$ 1,239,200	\$ 1,553,695	\$ 1,078,770	\$ 1,341,385	\$ 1,602,445

Social Services – continued

Major Services

- Provide funding for staff administering various Public Assistance programs, the Work First and Adolescent Parenting (APP) programs (Actual costs for Public Assistance payments as well as related performance measures are found in the Public Assistance division)
- Provide case management services to adolescent parents to delay future pregnancies, improve parenting skills, and finish high school
- Increase job readiness and wages through integrated employment and training services through Food and Nutrition Services Employment and Training, Work First, youth and adult Workforce Innovation and Opportunity Act grants, Orange Works, and the Skills Development Center
- Assist Orange County Veterans and their families in accessing benefits

FY 2019-20 Outcomes

- 100% of APP participants are on track to achieve high school diplomas or equivalents by June 2020.
- Continues to promote agency work programs and strengthen collaboration with Durham Technical Community College (DTCC).
- Continues integration of Workforce Innovation and Opportunity Act (WIOA) clients with other employment services.

Measure Type	Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
	Service: Administer the Work First program ensuring eligible individuals receive services to enable employment and self-sufficiency					
County	Number of households receiving Work First cash assistance (monthly average)	94	97	70	98	100
State Growth	The County will collect documentation from 50% of all Work-Eligible individuals that demonstrates completion of the required number of hours of federally countable work activities.	N/A	N/A	50%	N/A	50%
State Growth	The County will collect documentation from 90% of two-parent families with Work Eligible individuals that verifies that they have completed the required number of hours of federally countable work activities.	N/A	NA	90%	N/A	90%
State Fixed	The County will process 95% of Work First applications within 45 days of receipt.	94%	98%	95%	100%	100%
State Fixed	The County will process 95% of Work First recertifications no later than the last day of the current recertification period	98%	NA	100%	NA	NA
	Service: Provide employment resources and case management services to low-income or unemployed families					

Social Services – continued

Measure Type	Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
County	Number of work program participants who gained employment	68	72	50	76	76
County	Number of clients who have received basic or vocational skills trainings including English as a Second Language or high school equivalency	59	157	65	192	192
County	Number of clients placed in unpaid work experience positions	13	2	15	4	5
County	Number of clients placed in On-the-Job Training (OJT)	2	4	5	10	10
County	Number of clients placed in temporary, paid work experience positions	35	32	35	30	30
Service: Provide case management services to pregnant teens and adolescent parents to delay future pregnancies and achieve academic success						
County	Number of adolescent parents participating in the Adolescent Pregnancy Prevention Program (APP)	19	28	17	28	28
County	Percentage of participating teens who avoided a second pregnancy	94%	100%	100%	95%	95%
County	Percentage of participating teens who successfully completed high school or equivalency	80%	75%	100%	100%	100%
Service: Assist Veterans in accessing benefits						
County	Number of Veterans receiving assistance in applying for needed services.	N/A	N/A	300	350	350
Service: Enable Orange County residents to obtain employment or increase income						
County	Number of distinct individuals receiving services at skills center	1,678	1,870	1,900	2,300	2,000
County	Number of resumes and cover letters created with clients	780	127	150	200	175
County	Number of job referrals created with clients.	2,282	988	1,000	1,100	1,000

FY 2020-21 Objectives

- Meet performance benchmarks or growth measures as determined by the State
- Increase number of work program participants who acquire employment
- Increase number of work program participants who complete basic, vocational, high school equivalency, or other certifications
- Increase numbers of veterans served now that veterans services position is filled
- Provide social work counseling and supportive services to assure that adolescent parents complete high school and delay additional pregnancies

Social Services – continued

- Due to some changes implemented by the state Department of Health and Human Services, current DSS employees have been able to manage the increased workload. The state changes delayed conducting reviews of eligibility for most programs, allowing staff to be assigned to the increase FNS and Medicaid applications. When the state lifts those delays, DSS may have staffing issues if the caseloads remain at the higher level.

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes increase of \$50,000 to support OCIM and IFC Emergency Assistance payments to combat Covid-19. Also, full OCIM and IFC outside agency award is budgeted in DSS's budget, rather than Non-Departmental account.

Subsidy

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>Subsidy (General Fund)</i>						
Personnel Services	0	0	0	0	0	0
Operations	1,701,780	1,941,949	2,021,949	1,582,288	1,937,789	1,940,789
Capital Outlay	0	0	0	0	0	0
<i>Total Subsidy</i>						
<i>Division Expenditures</i>	\$ 1,701,780	\$ 1,941,949	\$ 2,021,949	\$ 1,582,288	\$ 1,937,789	\$ 1,940,789
Offsetting Revenues	(539,581)	(400,188)	(500,188)	(500,367)	(495,176)	(495,176)
County Costs (net)	\$ 1,162,199	\$ 1,541,761	\$ 1,521,761	\$ 1,081,921	\$ 1,442,613	\$ 1,445,613

Major Services

- Provide child day care subsidy and social casework services for families, including information and referral services to help parents determine appropriate child care placements
- Provide payments for foster and adoptive parents (performance measures for these services are found in the Child and Family Services division)
- Provide county-funded emergency utility, housing, food, and medication assistance for eligible families (performance measures for these services are found in the Public Assistance division)

FY 2019-20 Outcomes

- 86% of child care providers utilized by the agency were high quality centers or homes (4 or 5 stars)
- Provided safe, stimulating, learning environment for children in Child Protective Services, Work First Family Assistance, Homeless Families and Adolescent Parenting Program

Social Services – continued

Measure Type	Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Projected	2020-21 Budget
	Service: Improve family functioning by providing child care subsidy and casework support services					
County	Average number of children served per month in child care subsidy program	726	730	860	740	740
County	Unduplicated count of children receiving child care subsidy during the fiscal year	970	990	1,200	1,000	1,000
County	Average monthly payment per child	\$566	\$736	\$600	\$735	\$735
State Growth	The County will process 95% of Child Care Subsidy applications within 30 calendar days of the application date.	100%	98%	95%	100%	95%

FY 2019-20 Objectives

- Provide subsidies for high quality child care for low-income working families, children involved in child welfare cases, and other at-risk children in Orange County
- Assure that eligible employed parents wait less than six months to receive child care subsidy
- Utilize all available federal and state funds to support child care needs of local children

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes increases in revenue and expenditures related to supporting increases in foster care.

Juvenile Crime Prevention Council (JCPC)

Major Services

- Provide local programs targeting juvenile offenders including: Restitution/Community Service, Parent/Family Skill Building, Assessment/Treatment Programs Non/Underinsured (inc. Substance Abuse; Trauma Based Therapy), Interpersonal Skill Building, Mentoring, Mediation/Conflict Resolution (inc. School Based), Teen Court, Tutoring/Academic Enhancement, Temporary Shelter Service (specifically Emergency Shelter).

FY 2019-20 Outcomes

- 96.5% of all youth served in JCPC programs received no new complaints after being admitted to the program.
- 97.4% of all youth served in JCPC programs had no new adjudications for a complaint with an offense date after the program admission date.
- 93.6% of youth in the Restitution/Community Service program had no new adjudications and 94.4% of youth had no new complaints during program participation.
- 93.3%% of youth served showed improvement in targeted skills using individual service plans.

Social Services – continued

- 94.6% of youth in the Teen Court program successfully or satisfactorily completed services as intended by program design/service plan.

Measure Type	Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
	Service: Provide local programs and community-based alternatives to youth detention centers					
County	Percentage of youth that completed community service and restitution through the JCPC	96%	91%	90%	91%	91%
County	Number of youth receiving services through the Juvenile Justice Program	338	288	325	213	213

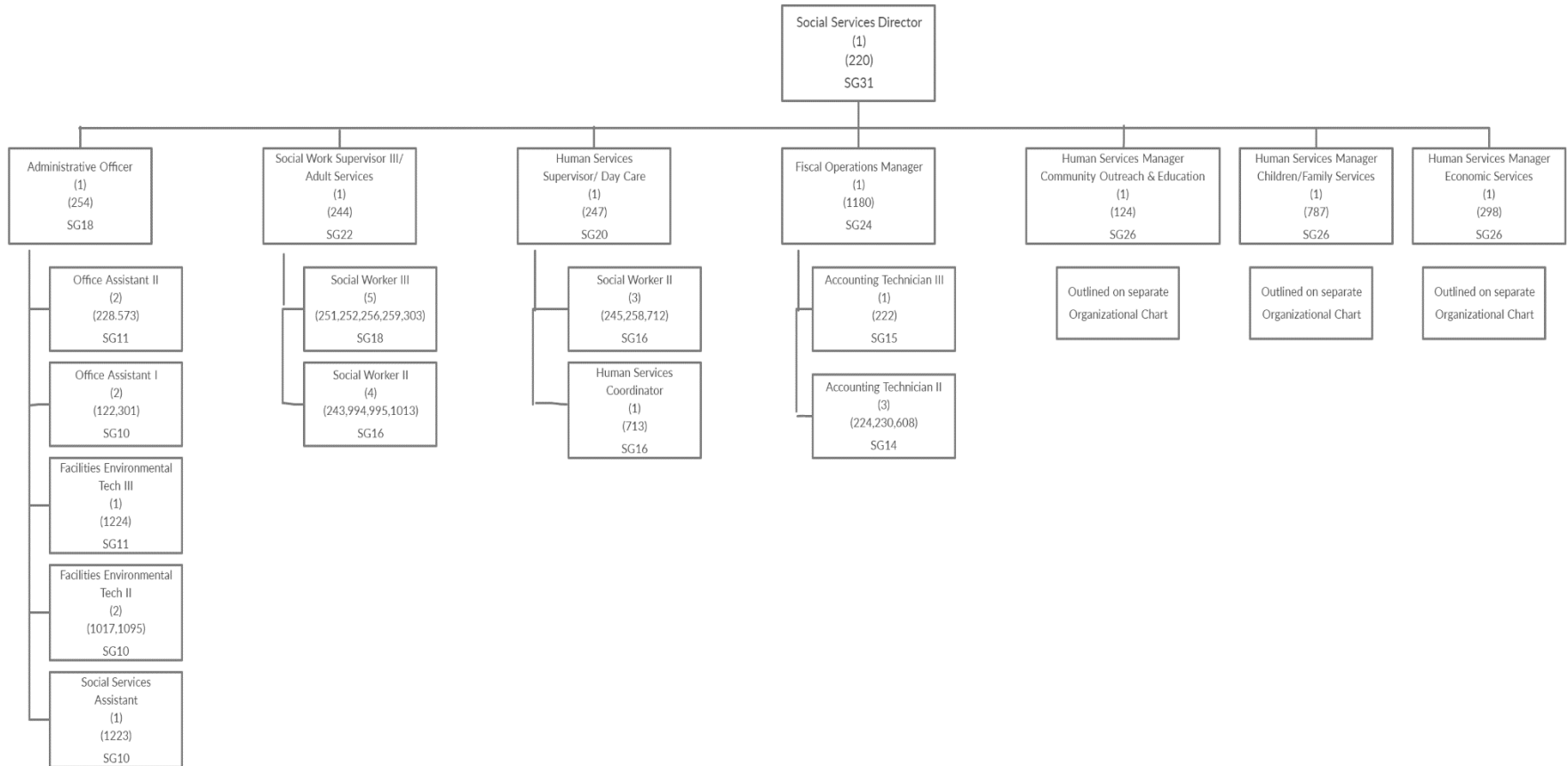
FY 2020-21 Objectives

- Develop community-based alternatives to youth detention centers.
- Provide community-based delinquency and substance abuse prevention strategies and program.
- Provide non-institutional dispositional alternatives that will protect the community and the juveniles.
- At least 90% of youth will have no new court complaints while participating in program.

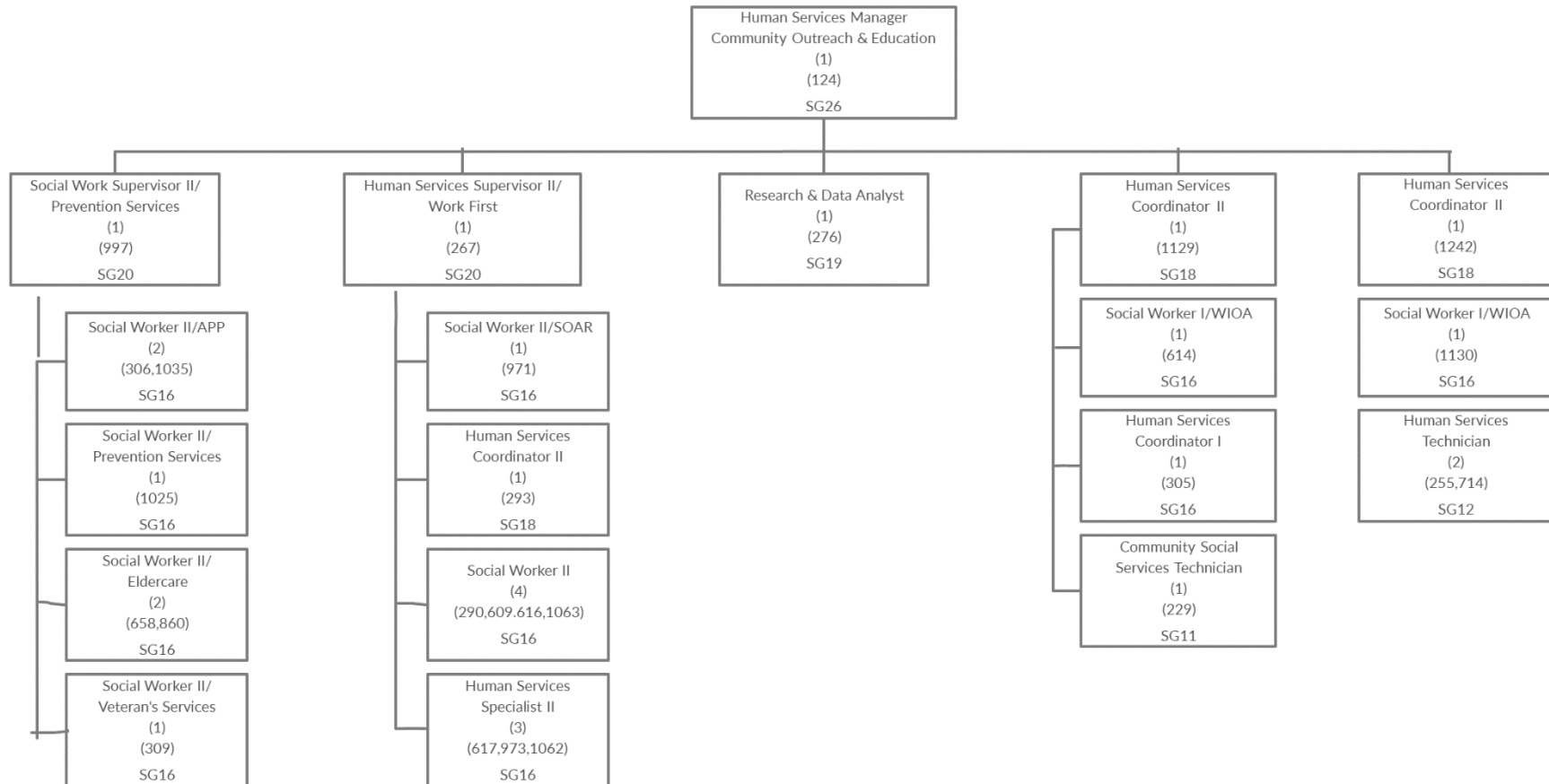
Budget Highlights

The FY 2020-21 Manager Recommended Budget includes an increase of \$24,410 in county match. Additional funding was received in anticipation of local programs' ability to address increased juvenile populations in response to Raise the Age legislation effective 12/01/2019.

Social Services Department

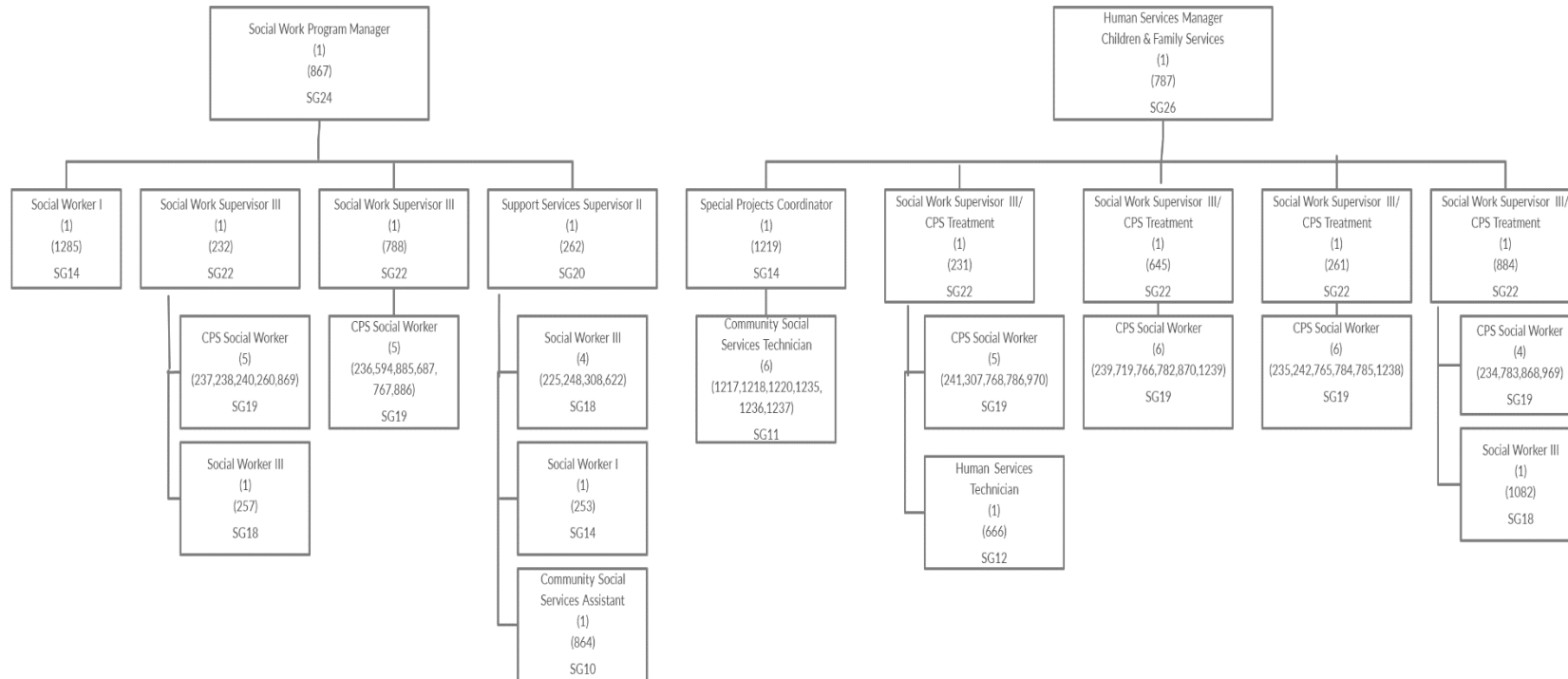


Social Services Department Community Outreach & Education



FY2020-2021 MANAGER'S RECOMMENDED BUDGET

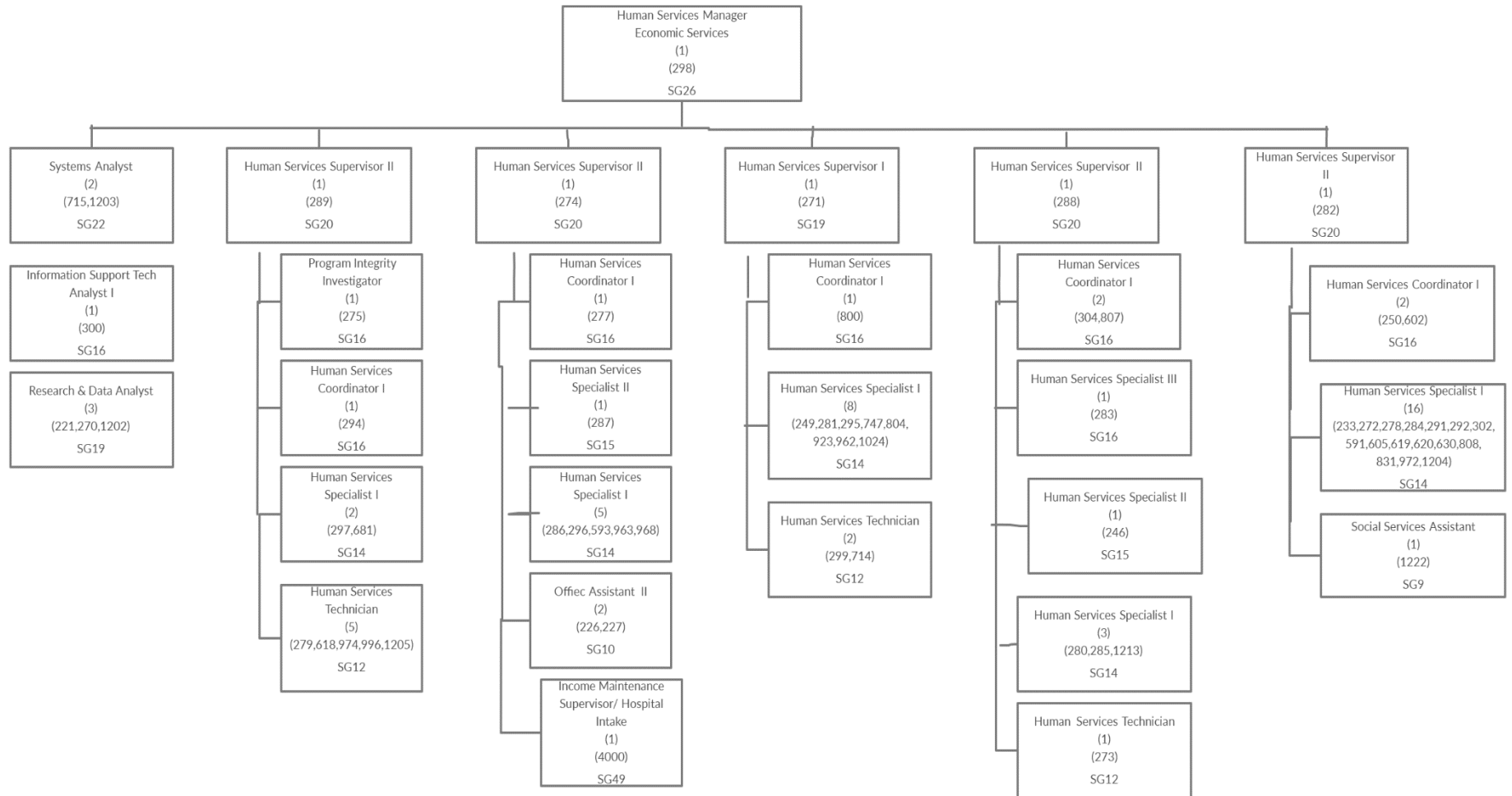
Social Services Department Children and Family Services



FY2020-2021 MANAGER'S RECOMMENDED BUDGET

Social Services Department

Economic Services



FY2020-2021 MANAGER'S RECOMMENDED BUDGET

Solid Waste Management

Phone Number: (919) 968-2885

Website: orangecountync.gov/solidwaste

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>Solid Waste Operating Fund</i>						Account: 3500
Overhead	672,599	623,434	623,434	623,434	616,987	616,987
Personnel Services	4,206,885	4,463,057	4,463,057	4,434,118	4,551,371	4,551,372
Operations	5,108,046	5,210,884	5,902,276	5,148,724	5,108,014	5,091,713
Debt Service Payments	774,859	0	0	0	0	0
Capital Outlay	173,648	67,000	67,627	26,627	15,000	15,000
Transfer to R&R Fund	174,842	1,520,008	1,520,008	1,520,008	1,913,612	1,342,812
Transfer to Equipment Reserves	0	0	0	0	0	0
Transfer to R&R Fund	174,842	1,520,008	1,520,008	1,520,008	1,913,612	1,342,812
Total Expenditures	\$ 11,110,877	\$ 11,884,383	\$ 12,576,402	\$ 11,752,911	\$ 12,204,984	\$ 11,617,884
Offsetting Revenues	(10,733,147)	(10,544,336)	(10,544,336)	(11,027,852)	(11,331,663)	(10,816,640)
Appropriated Fund Balance	(251,221)	(1,340,047)	(2,032,066)	(725,059)	(873,321)	(1,276,244)
General Fund Contribution	\$ 126,510	\$ 0	\$ 0	\$ 0	\$ 0	\$ (475,000)
<i>Solid Waste Renewal and Replacement Fund (Capital Items)</i>						Account: 3500
Professional Services	0	175,000	175,000	175,000	125,000	125,000
Vehicles	865,220	0	0	0	0	0
Equipment	160,519	1,370,536	1,370,536	1,370,536	931,752	360,952
Furnishings	5,000	0	0	0	0	0
Construction	1,114,428	0	0	0	600,000	600,000
Land	0	0	0	0	165,000	165,000
Reserves	174,842	0	0	0	0	0
Debt Service Payments	0	750,608	750,608	750,608	1,117,812	1,117,812
Total Expenditures	\$ 2,320,009	\$ 2,296,144	\$ 2,296,144	\$ 2,296,144	\$ 2,939,564	\$ 2,368,764
Future Financing Proceeds	(800,001)	(953,332)	(953,332)	(953,332)	(1,025,952)	(1,025,952)
Transfer from Solid Waste	(1,520,008)	(1,342,812)	(1,342,812)	(1,342,812)	(1,913,612)	(1,342,812)
Net Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Solid Waste Fund and Related Expenditures	\$ 13,430,886	\$ 14,180,527	\$ 14,872,546	\$ 14,049,055	\$ 15,144,548	\$ 13,986,648

Mission Statement

Provide environmentally sound and fiscally responsible solid waste management services through an integrated system focusing on recycling and reuse, innovative technology, and community engagement and education.

Environmental Support

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>Environmental Support (Solid Waste Fund)</i>						
Overhead	672,599	116,896	116,896	116,896	116,572	116,572
Personnel Services	1,064,605	1,317,341	1,317,341	1,237,147	1,332,700	1,332,701
Operations	144,748	458,806	465,769	397,390	427,821	415,270
Debt Service Payments	355,777	0	0	0	0	0
Capital Outlay	141,047	0	0	0	0	0
Transfer to R&R Fund	174,842	371,551	371,551	371,551	372,604	372,604
Total Environmental Support Division Expenditures	\$ 2,553,618	\$ 2,264,594	\$ 2,271,557	\$ 2,122,984	\$ 2,249,697	\$ 2,237,147
Offsetting Revenues	(2,885,781)	(2,054,707)	(2,054,707)	(2,309,415)	(1,650,517)	(2,668,803)
Appropriated Fund Balance	0	(309,532)	(316,495)	186,431	(599,183)	(527,106)
County Costs (net)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (475,000)

Solid Waste Management – continued

Major Services

- Conduct development plan reviews for compliance with solid waste (SW) & Regulated Recyclable Materials Ordinance (RRMO)
- Inspect construction sites and place verification tags for compliance with RRMO
- Act on and enforce solid waste and RRMO complaints and violations
- Coordinate safety compliance for SW department
- Maintain safe and efficient operation of the Solid Waste Fleet

FY 2019-20 Outcomes

- Conducted 178 development plan reviews for compliance with SW & RRMO ordinance which is a 4% increase for the same period last year.
- Performed 1,895 construction site inspections for RRMO compliance as compared to 2,600 for the same period last year.
- Placed 744 verification tags for RRMO compliance as compared to 1,200 for the same period last year.
- Received 75 complaint investigations/enforcement cases (Solid Waste & RRMO) as compared with 50 received for the same period last year.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Manage and Enforce the Solid Waste Ordinance and the Regulated Recyclable Materials Ordinance (RRMO) and Fleet Management and stewardship of Solid Waste Fleet					
Number of Development Plan Reviews for Compliance with SW & RRMO Ordinance	159	171	175	178	200
Number of Construction Site Inspections for RRMO Compliance	2,113	2,317	2,700	1,895	3,000
Verification Tags Placed on roll offs and bins throughout County for RRMO Compliance	1,002	888	1,300	744	1,000
Percent of time vehicles available for daily operations	63%	89%	90%	94%	96%
Preventive Vehicle Maintenance Work Orders completed within 2 days of request	90%	96%	96%	96%	98%

FY 2020-21 Objectives

- Perform 200 development plan reviews for compliance with SW & RRMO ordinance
- Conduct 3,000 construction site inspections for RRMO compliance
- Place 1,000 verification tags for RRMO compliance
- Increase percentage of verification tags returned from certified recycling facilities
- Process 85 complaint investigations/enforcement cases (Solid Waste & RRMO)
- Increase vehicle availability to 96% by intensifying preventive maintenance and providing additional training of operators so that issues can be found readily and corrected prior to major repairs being necessary.

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Retaining Programs Fee at \$142.
- Contribution of \$475,000 from Solid Waste Fund Balance to General Fund as part of Economic Contingency Plan.
- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.

Solid Waste Management – continued

Landfill – Disposal Operations

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>Landfill Operations (Solid Waste Fund)</i>						
Overhead	0	44,660	44,660	44,660	35,993	35,993
Personnel Services	402,571	586,740	586,740	629,534	615,987	615,988
Operations	544,879	1,046,504	1,478,803	1,115,492	1,028,310	1,032,060
Debt Service Payments	55,386	0	0	0	0	0
Capital Outlay	18,328	6,000	6,000	0	0	0
Transfer to R&R Fund	0	37,842	37,842	37,842	597,604	597,604
<i>Total Landfill Operations</i>						
<i>Division Expenditures</i>	\$ 1,021,164	\$ 1,721,746	\$ 2,154,045	\$ 1,827,528	\$ 2,277,894	\$ 2,281,645
<i>Offsetting Revenues</i>	(1,206,866)	(2,321,390)	(2,321,390)	(2,556,733)	(2,218,915)	(2,580,598)
<i>Appropriated Fund Balance</i>	0	0	(432,298)	729,205	(118,099)	(218,099)
County Costs (net)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Major Services

- Maintain and operate an active Construction and Demolition (C&D) landfill, monitor three closed landfills, two household hazardous waste facilities, and three emergency storm debris sites.
- Provide disposal, diversion and recycling as appropriate for vegetative waste, scrap clean wood, scrap metal, used appliances used tires, and used mattresses.
- Monitor, test, sample, report and manage active and closed landfill operations to maintain environmental compliance for: groundwater, storm water, landfill gas, and air emissions.
- Provide a high level of customer service for all disposal operation customers.
- Use customer interaction during load inspection as an opportunity to educate customers regarding proper disposal and waste diversion methods.

FY 2019-20 Outcomes

- Obtained updated North Carolina Department of Environmental Quality (NCDEQ) issued permit for active Constructions and Demolition Landfill and for closed lined Municipal Solid Waste Landfill to remain permitted until December 2066 (Life of Site).
- Managed, operated and maintained the active C&D landfill and associated ancillary facilities in compliance with Federal, State, and local rules and regulations
- Implemented weekly inspections of two Household Hazardous Waste Collection facilities to ensure compliance with NCDEQ issued permits; weekly review of waste tire haulers.
- Continued maintenance and monitoring of closed landfills without sustaining any 'Notice of Violation' (NOV) to include quarterly landfill gas monitoring, four ground water monitoring events and two North Carolina Department of Environmental Quality inspections.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Disposal of Construction and Demolition wastes and diversion of BOCC Ordinance defined regulated recyclable materials.					
Construction & Demolition tons received	8,000	11,975	8,000	12,400	11,000
Tons of Vegetative waste received annually	7,048	11,898	8,500	10,000	8,100

Solid Waste Management – continued

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Tons of Clean Wood waste received annually	597	343	NA	260	300
Tons of Clean Scrap Metal waste received annually and recycled through Disposal Operations	911	951	912	1,035	1,040
Tons of Appliances/White Goods waste received annually and recycled through Disposal Operations	308	333	550	330	340
Tons of Tires received for recycling	1,030	1,391	1,300	1,620	1,450

FY 2020-21 Objectives

- Monitor the requirement for payment of state waste tire fees by users of the county waste disposal facilities to ensure that only properly documented waste tires are accepted at the county facility and reducing the costs associated with the contract hauling fees for tires.
- Receive permit to construct and permit to operate Phase 2 waste acceptance area for active Construction and Demolition Landfill.
- Implement program that will require customers' existing vehicles at the dumpsite to wear hardhats and high-visible vests

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.

Recycling

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>Recycling Operations (Solid Waste Fund)</i>						
Overhead	0	230,474	230,474	230,474	242,207	242,207
Personnel Services	1,521,637	1,319,237	1,319,237	1,315,440	1,362,467	1,362,467
Operations	3,657,957	2,624,266	2,817,685	2,654,586	2,620,169	2,616,169
Debt Service Payments	139,781	0	0	0	0	0
Capital Outlay	14,273	0	0	0	0	0
Transfer to R&R Fund	0	307,205	307,205	307,205	570,800	0
Total Recycling Operations						
Division Expenditures	\$ 5,333,648	\$ 4,481,182	\$ 4,674,601	\$ 4,507,705	\$ 4,795,643	\$ 4,220,843
Offsetting Revenues	(5,219,504)	(3,483,011)	(3,483,011)	(3,479,907)	(4,767,628)	(3,382,011)
Appropriated Fund Balance	0	(543,845)	(737,264)	(1,027,798)	(28,014)	(253,014)
County Costs (net)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Major Services

- Urban Curbside - Provide weekly contracted single-stream curbside recycling collection to all eligible households and businesses in the municipalities of Carrboro, Chapel Hill, and Hillsborough.
- Rural Curbside Recycling – Provide biweekly collection of curbside recycling to all eligible households and businesses throughout the unincorporated portion of Orange County.

Solid Waste Management – continued

- Multifamily Recycling – Provide weekly recycling collection services to all eligible multifamily properties throughout Orange County.
- Commercial and Organics Recycling Programs – Provide collection of recyclables from bars, restaurants, including the Glass on the Side program and other eligible businesses throughout Orange County. Operate and oversee contractor approved collection and composting of pre and post-consumer organic materials eligible food-service establishments.
- Schools and Government Building Recycling – Collect single-stream and cardboard recycling at all 30 school locations K-12 for Chapel Hill Carrboro City School System and Orange County Public School System as well as all government buildings.
- Drop-off recycling program and other programs – operate and collect recyclable materials from five staffed solid waste & recycling centers and four unstaffed 24-hour drop-off recycling sites.

FY 2019-20 Outcomes

- Curbside Recycling - 586 new carts were positioned in the rural area, 543 carts were replaced, repaired or positioned in the urban area. Educational materials are distributed along with new carts.
- Successfully instituted the “Glass on the Side” (GOTS) program for the separation of glass from bars and other entities.
- Staff continues to maintain high level of service at all drop-off sites, maximized collection efficiency in order to prevent overflow. Strived to keep sites clean to reduce contamination by making frequent visits to the sites.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Collect recyclable items from the waste stream various location types throughout Orange County and the Incorporated areas.					
Urban and Rural areas curbside recycling tons	9,007	8,771	9,800	7,193	8,200
Collect Multi-Family Recycling: Apartment, Townhomes, and Condos in Orange County tonnage	1,009	972	1,110	784	900
Collect Commercial recycling tons for participating businesses in Orange County	914	898	1,030	789	1,000
Collect Recycling tons at 9 drop-off sites in Orange County	2,107	2,096	2,575	1,693	2,100
Collect Recycling tons from 30 public school K-12 in Orange County, Chapel Hill and Carrboro	240	279	315	236	300

FY 2020-21 Objectives

- Begin to develop a long-term waste reduction and recycling plan with the diversion of glass and other low-market value items from recycling stream.
- Increase cardboard recycling at commercial businesses.
- Reduce contamination at multi-family locations - by partnering with 50% of property owners to start a Recycle Right Partnership.

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

Solid Waste Management – continued

- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.

Sanitation

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>Sanitation Operations (Solid Waste Fund)</i>						
Overhead	0	231,404	231,404	231,404	222,215	222,215
Personnel Services	1,218,072	1,239,739	1,239,739	1,251,997	1,240,216	1,240,216
Operations	760,461	1,081,308	1,140,020	981,256	1,031,714	1,028,214
Debt Service Payments	223,915	0	0	0	0	0
Capital Outlay	0	61,000	61,627	26,627	15,000	15,000
Transfer to R&R Fund	0	803,410	803,410	803,410	372,604	372,604
Total Sanitation Operations						
Division Expenditures	\$ 2,202,448	\$ 3,416,861	\$ 3,476,200	\$ 3,294,694	\$ 2,881,749	\$ 2,878,249
Offsetting Revenues	(1,420,995)	(2,685,228)	(2,685,228)	(2,681,797)	(2,694,603)	(2,660,228)
Appropriated Fund Balance	0	(486,670)	(546,009)	(612,897)	(128,025)	(278,025)

Major Services

- Provide municipal solid waste (MSW) collection services for Waste & Recycling Centers, Orange County government buildings, and Orange County schools.
- Open and staff five Waste and Recycling Centers for Orange County residential customers to dispose of residential waste and recycling.
- Staff two Household Hazardous Waste Sites for receipt of household hazardous wastes from Orange County residential customers

FY 2019-20 Outcomes

- Maintained collection services for the staffed Waste & Recycling Centers, Orange County government buildings, Orange County schools and Chapel Hill-Carrboro schools.
- Staffed the Household Hazardous Waste Sites at the Eubanks and the Walnut Grove Waste and Recycling Centers with certified solid waste employees as a contract cost savings.
- Began active outreach to encourage separation of glass from comingled recycling material delivered to the Waste and Recycling Centers.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Sanitation					
Tons of MSW collected by Sanitation	6,745	5,861	7,000	6,600	6,800
Tons of Bulky Waste and Vegetative Waste collected at Waste and Recycling Facilities	6,249	6,839	7,200	7,200	7,200
Reduce amount of latex paint sent for processing as hazardous waste	N/A	217,358	200,000	180,000	163,000
Total Number of Vehicles Entering Waste and Recycling Centers	426,723	434,941	475,000	460,000	475,000

FY 2020-21 Objectives

Solid Waste Management – continued

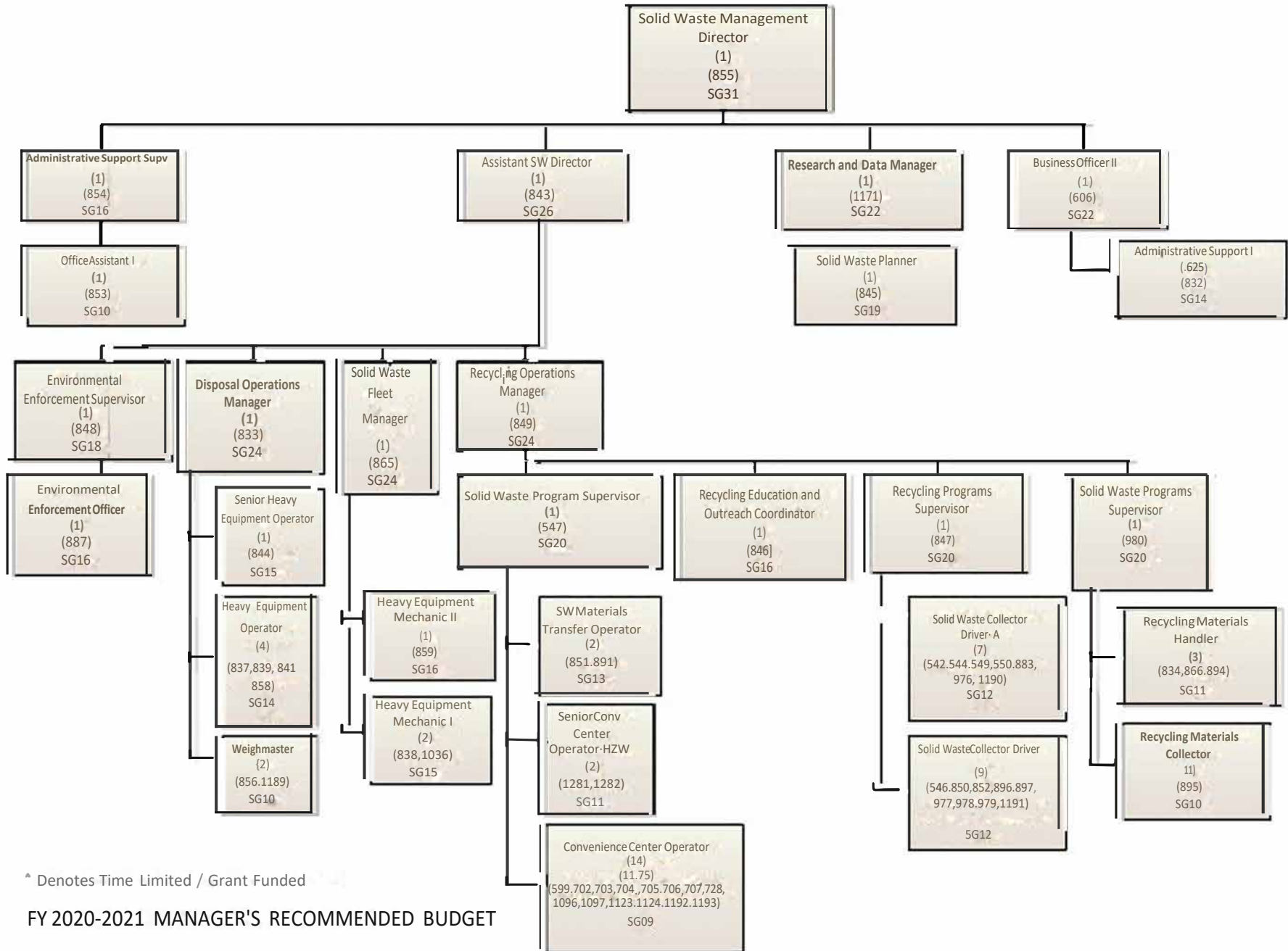
- Reduce the amount of latex paint sent for processing as household hazardous waste by an additional 10% from FY19-20.
- Begin construction and improvements to the neighborhood High Rock Waste and Recycling Center.
- Increase programs to ensure Waste and Recycling Centers are only being used by Orange County residential customers.

Budget Highlights

The FY 2020-21 Manager Recommended Budget includes

- Travel and Training budget has been eliminated as part of the Manager's Economic Contingency Plan to assist in countering the fiscal impact from the COVID-19 pandemic.

SOLID WASTE MANAGEMENT



* Denotes Time Limited / Grant Funded

FY 2020-2021 MANAGER'S RECOMMENDED BUDGET

Sportsplex Fund

Phone Number (919) 644 - 0339

Website: <http://www.oc-sportsplex.com>

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>By Category (Sportsplex Operations Fund)</i>						
Personnel Services	1,364,236	1,447,248	1,447,248	1,109,512	1,286,687	1,286,687
Operations	2,369,256	1,853,406	1,853,406	1,567,889	1,786,452	1,786,452
Capital Outlay	80,963	-	-	-	-	-
Transfer to R & R Fund	37,710	725,000	725,000	393,182	723,852	723,852
Total Expenditures	\$ 3,852,165	\$ 4,025,654	\$ 4,025,654	\$ 3,070,583	\$ 3,796,991	\$ 3,796,991
Offsetting Revenues	(3,764,043)	(4,025,654)	(4,025,654)	(3,070,583)	(3,796,991)	(3,796,991)
Transfer from General Fund	-	-	-	-	-	-
Total Cost (net)	\$ 88,122	\$ 0	\$ -	\$ 0	\$ 0	\$ 0
Total Sportsplex Operations and Related Expenditures						
	\$ 3,852,165	\$ 4,025,654	\$ 4,025,654	\$ 3,070,583	\$ 3,796,991	\$ 3,796,991

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
<i>By Category (Sportsplex Renewal and Replacement Fund)</i>						
Personnel Services						
Debt Service		667,440	667,440	667,440	723,852	723,852
Capital Outlay	2,628,390	372,000	372,000	298,425	922,000	922,000
Total Expenditures	\$ 2,628,390	\$ 1,039,440	\$ 1,039,440	\$ 965,865	\$ 1,645,852	\$ 1,645,852
Financing Proceeds	(2,590,680)	(314,440)	(314,440)	(298,425)	(895,000)	(895,000)
Transfer from Operations Fund	(37,710)	(725,000)	(725,000)	(393,182)	(723,852)	(723,852)
Total Cost (net)	\$ 0	\$ 0	\$ 0	\$ 274,258	\$ 27,000	\$ 27,000
Total Sportsplex Renewal and Replacement Fund Expenditures						
	\$ 2,628,390	\$ 1,039,440	\$ 1,039,440	\$ 965,865	\$ 1,645,852	\$ 1,645,852

Mission Statement

To provide Orange County residents of all ages with quality recreation and fitness experiences that encourage healthy lifestyles, in a clean, safe community-oriented facility.

Major Services

- Provide quality ice rink-based programs such as Learn to Skate, Hockey, Figure Skating, Clinics, Competitions/tournaments/exhibitions, plus entertaining and safe open skating sessions.
- Manage Aquatics Programs focused on instructional learning for beginners through advanced swimmer development and swim teams. Host regional swim competitions and provide fun open swimming sessions for all ages.
- Deliver superior children's programs, including pre-school, after school care and summer camps.
- Deliver high quality fitness-based, aerobic, strength, and specialty training in addition to total wellness exercise facilities, classes and programs. Continue to grow the popular small group training program.

Sportsplex Fund - continued

- New Field House enhances program offerings to include hard court and turf offerings such as basketball, soccer, pickleball, futsal, and volleyball.

FY 2019-20 Outcomes

- To the end of February 2020 Sportsplex revenues were 20% higher than the same period last year. Operating Profits were up \$212,000 (52%) over the prior year and \$120,000 (21%) ahead of Budget. Fitness memberships had grown 22% to 8,000 members, many of the new contracts being families, which combined with the continued focus on aging adults, enhanced our mission to serve the community across the entire age spectrum.
- For the year to date February 2020, all segments of the business were experiencing strong performance. Preschool had doubled in participant size and revenues; swim team participation grew 20% and swim lesson classes were up 100%. The newly opened Field House was achieving results consistent with business plan expectations. Even the strong, mature ice rink business was seeing significant growth in adult hockey league teams, public skating, skate school and lesson programs. We were especially proud of the Swim for Charlie partnership with Orange County Schools which was leading to other potential collaborations. Given these run rates, full year Sportsplex revenues were forecast to achieve all-time highs with resultant operating profits at \$925,000 (versus Budget of \$725,000), by far the highest in the history of the Sportsplex..... And then March happened!!!!
- Due to the COVID-19 pandemic, The Sportsplex closed its doors on March 16th and began to furlough employees, retaining only those essential to handling administrative, communication and business shut down functions. On March 28th we furloughed all remaining staff except for three employees to handle continued bill payments for ongoing services and utilities; HR and unemployment issues; and inspect and maintain the more complex equipment infrastructure that services the ice rink and pool. Ongoing maintenance projects are also continuing to take advantage of an empty building and grounds.
- As of the writing of this report, a reopen date is uncertain. Even if the Sportsplex is included in the businesses that can resume operations in the early phases, it is unlikely that all the programs and services we offer will be included. We have therefore prepared a full year 2019-20 forecast that anticipates no operating revenue for the remainder of the fiscal year and expenses for only those services required to maintain and protect the building infrastructure. It is anticipated that over the four months March through June 2020, losses will be about \$65,000 per month resulting in a residual full year operating profit of \$360,000.

FY 2020-21 Objectives

- The coming year will be a significant challenge to adjust the business and operating procedures of the Sportsplex to the new normal brought on by the Coronavirus. The challenges will include how to resume fitness activities while at the same time maintain safe distancing and protective sanitation; what sports can be safely resumed; how to provide summer camp, after school and preschool services to children whose parents who will need various forms of childcare. Procedures must be in place for how our employees engage with members and customers to keep both safe; and to provide constant wipe down and sanitation procedures behind all activities. We are developing these processes in anticipation of some modified re-opening in the summer.
- As always, we will provide best in class Sportsplex stewardship while enhancing programs and maximizing operating profit. This will be a challenge until business gets back to as close to normal as possible. Accordingly, we have prepared a "Recession Budget" that assumes reduced revenues for the period July 1, 2020 to December 31, 2020 and thereafter a gradual curve back to more normal operating results which had been exceptionally strong prior to the shutdown. It is anticipated that with fervent control and management of expenditures, we can achieve an operating profit of \$724,000. Not anywhere close the \$925,000 annual run prior to the March

Sportsplex Fund - continued

2020 closure, but doable. If programs and anticipated revenues resume more slowly than budgeted, we will cut back on variable expenditures such as payroll. The goal is to continue to provide the necessary operating profits to fully cover debt service to keep the Sportsplex cost neutral for the County. While we do not underestimate the difficulties ahead, we are prepared for the challenge.

- Continue to operate a safe, clean and entertaining gathering center for Orange County residents of all age group to facilitate healthy lifestyles.
- Despite the other significant challenges, we will continue strategies to ensure new programs and related resources are implemented to grow Field House classes, leagues and clinics, while maintaining a strong focus on growing fitness memberships, specialty training programs, and supporting the needs of aging adults.
- Design and construction of a new family change area start in summer of 2020 with completion prior to the high-volume Fall 2020 season.
- Continue to support Commissioner recommended membership discounts for Seniors, County employees, Military and Veterans, State and Hillsborough/Chapel Hill government employees, teachers, clergy.

Budget Highlights

- The FY 2020-21 Manager Recommended budget includes debt service totaling \$723,849, which will be paid by the Sportsplex Enterprise Fund. The debt service includes a portion of the debt associated with the original purchase of the building, the addition of the Passmore Center and required Sportsplex renovation, and the Debt Service payments on the Field House addition, all of which are reflected in the Sportsplex Renewal and Replacement Capital Fund.
- FY 2020-21 programming revenues are projected to exceed programming expenditures by \$723,852, not including debt service and enterprise fund transfers. It should be noted that the revenue numbers are net of discounts to Seniors, County employees, etc. as detailed above in the Objectives section. These discounts will total \$620,000 in FY 2020-21.
- Due to the COVID-19 pandemic and its effect on Sportsplex operations, especially during the first six months of the fiscal year, budgeted program revenues for FY 2020-21 are projected at a 5.68% decrease when compared with budgeted FY 2019-20 revenues, and program expenditures are budgeted at a 6.89% decrease when compared with the FY 2019-20 budget. While these appear to be modest decreases, they should be considered in the context that prior to the March 2020 COVID-19 shutdown, Sportsplex revenues were tracking at a 6.5% increase over the FY 2019-20 Budget and operating profits were 21% ahead of that Budget.
- The Ice Rink, Wellness Center, and Kidsplex programs continue to be major revenue sources compared to operational costs, and for the fifth consecutive year, the Aquatics program has moved from an annual operating deficit to a slight revenue generating operation due to the growth in swim lessons and team programs.
- A detailed list of Capital Improvements to the Sportsplex is included in the Manager Recommended FY 2020-25 Capital Investment Plan.

Tax Administration

(919) 245-2100

orangecountync.gov/tax

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
General Fund						
Expenditures						
Operations	530,036	612,768	680,722	517,829	587,965	590,518
Personnel Services	3,121,489	3,208,883	3,261,261	3,177,166	3,341,939	3,304,534
Recurring Capital	27,017	1,801	3,709	2,212	30,000	-
Total Expenditures	3,678,542	3,823,452	3,945,692	3,697,207	3,959,904	3,895,052
Offsetting Revenues	(440,169)	(437,701)	(437,701)	(574,010)	(437,701)	(437,701)
Net Cost (Fund)	3,238,373	3,385,751	3,507,991	3,123,197	3,522,203	3,457,351

Mission Statement

The mission of this department is to ensure all residents are provided a fair and equitable Ad Valorem taxation process. In addition, the department has the duty to collect other taxes and fees for other departments and for municipalities.

Tax Administration: Assessment, Revaluation, Land Records/GIS, & Revenue/Collections

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Land Records						
General Fund						
Expenditures						
Operations	32,358	55,795	56,001	38,867	49,778	50,201
Personnel Services	727,035	731,691	743,836	751,562	757,472	757,472
Recurring Capital	3,056	523	1,110	891	30,000	-
Total Division Expenditures	762,448	788,009	800,947	791,320	837,250	807,673
Offsetting Revenues	(20)	-	-	-	-	-
Net Cost (Fund)	762,428	788,009	800,947	791,320	837,250	807,673

Revaluation

General Fund						
Expenditures						
Operations	7,722	97,780	187,996	149,622	78,418	95,779
Personnel Services	225,733	234,023	237,862	228,521	242,126	237,757
Total Division Expenditures	233,455	331,803	425,858	378,143	320,544	333,536
Net Cost (Fund)	233,455	331,803	425,858	378,143	320,544	333,536

Tax Assessor

General Fund						
Expenditures						
Operations	359,861	280,908	253,702	206,545	281,589	271,268
Personnel Services	1,255,160	1,290,849	1,312,185	1,325,006	1,393,372	1,326,853
Recurring Capital	-	755	2,076	1,321	-	-
Total Division Expenditures	1,615,021	1,572,512	1,567,963	1,532,872	1,674,961	1,598,121
Net Cost (Fund)	1,615,021	1,572,512	1,567,963	1,532,872	1,674,961	1,598,121

Tax Administration

	2018-19 Actual	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Tax Collector/Revenue						
General Fund						
Expenditures						
Operations	130,095	178,285	183,023	122,795	178,180	173,270
Personnel Services	913,561	952,320	967,378	872,077	948,969	982,452
Recurring Capital	23,961	523	523	-	-	-
Total Division Expenditures	1,067,617	1,131,128	1,150,924	994,872	1,127,149	1,155,722
Offsetting Revenues	(440,149)	(437,701)	(437,701)	(574,010)	(437,701)	(437,701)
Net Cost (Fund)	627,469	693,427	713,223	420,862	689,448	718,021

Major Services

- Administer the property tax in Orange County assessing a \$17 billion tax base and collecting over \$210 million in revenues.
- Identify, review and approve deeds and land-related documents prior to being recorded by the Register of Deeds. This process is the primary key for real property title records. Maintain GIS Enterprise, including all GIS layers for consumption by County and Residents and the PIN Application, which records changes to land and ownership for the County.
- Implement and administer Road Naming and 911-Addressing Ordinance to create standards in naming and in signage/labeling of roads in order to increase ability of 911 emergency staff to quickly respond to location of emergency.
- List, appraise and assess all taxable property. Bill property taxes in accordance with North Carolina law and appraisal standards. Appraise developments and improvements to real property annually in accordance with the adopted schedule of values, and conduct periodic countywide reappraisal of real property at least every 8 years. 2021 is the next revaluation year, with a valuation date of January 1, 2021.
- Collect property taxes in accordance with North Carolina law and appraisal standards. Collect and account for all current and delinquent taxes for the County, special districts, and the towns of Carrboro, Chapel Hill, Hillsborough, and Mebane.
- Bill, collect and account for other fees and taxes including Solid Waste Programs Fees, Chapel Hill and Hillsborough Stormwater Management Fees, Room Occupancy Taxes, Emergency Services Ambulance Billing, Emergency Management Fire Inspection and Special Events Fees, Gross Receipts Taxes, Hillsborough Waterstone Special Assessments, and Efland Sewer loans.
- Administer statewide and local tax relief programs, and Present-Use Value Programs, which grant about \$7 million in tax assistance annually. Administer assistance programs: the Emergency Management Ambulance Assistance Program and the Solid Waste Programs Fees Assistance Program.
- Manage the review and appeal process for taxpayers who believe their property is not properly valued. These processes include informal review, the Board of Equalization and Review, the State Property Tax Commission and appeals to higher courts.
- Ensure that records are current and available to the public while meeting the requirements of State and Federal privacy law.

FY 2019-20 Outcomes

Tax Administration

- Current collections for Ambulance Billing and Collections for FY 2019-20 is \$2,485,845. Estimate for EOY is \$2,940,000. Although we estimate to meet the budgeted amount, it is likely that we will not collect an amount substantially above that due to the slight downturn in collections, and the decision to cease enforced collections due to the Covid-19 Pandemic.
- This year we updated the owner information on the 2019 tax bills to the most current owner of record, which provided a timely notice to current owners and reduced the amount of cost of additional notices and postage used to send notices to new owners later in the fall. One additional mailing was generated in October for new owners who acquired property after July 1 that was about 1,000 less than prior years, with a cost savings of \$600. A by-product of making this change was that immediately after mailing tax bills we realized a substantial decrease in phone calls and emails from property owners notifying us that they had sold their property.
- We have fully implemented our new assessment software programs; Mobile Assessor, AP5, Comper, PRC, and Appraisalst. Mobile Assessor was the last program to be rolled out, and appraisers are beginning to use it during field visits. Comper and PRC (Property Record Card) are public facing programs on our website. PRC is especially useful as an interactive tool for property owners to provide updated information about their property.
- We implemented an alternate method for receiving tax bills called E-billing. This allows taxpayers to request an electronic copy of their annual tax bill by email rather than by regular mail/paper copy. Approximately 700 of the 2019 tax bills were emailed rather than sent by regular mail. An Invitation to sign up was sent on the 2019 tax bills and 2020 listing forms, and currently we have 1274 taxpayers enrolled for the service.
- New construction assessment reviews for 2020 were completed by February 29, 2020.
- Business Personal Property audits of properties under \$50,000 were performed in house and the goal of 45 has been met.
- Approximately 60% of the Revaluation related field reviews have been completed. We are on track for most of the Revaluation schedule tasks as part of the NC Department of Revenue Revaluation Standards. Field reviews are not on schedule, due to the effects of the Covid-19 Pandemic. Field appraisers are currently working from their vehicles instead of walking properties or visiting inside of buildings.

Performance Measures	2017-18 Actual	2018-19 Actual	2019-20 Budget	2019-20 Projected	2020-21 Budget
Service: Land Records/GIS Maintenance of Real Property Records					
Update 100% of 20,000 real property records with "Lot 1" notation with actual acreage.	75%	90%	100%	95%	100%
Service: EM Ambulance Billing and Collection					
Meet Budgeted Revenue Estimates	\$3,283,176	\$3,296,992	\$2,900,000	\$2,940,000	\$2,900,000
Service: Tax Collections					
Meet Budgeted Revenue Estimates	\$142,240,161	147,217,181	152,142,471	152,142,471	
Service: Assessment and Valuation of Properties					
Perform Business Personal Property Audits*	33	200	45	45	95

*Includes audits handled by newly contracted auditing company.

FY 2020-21 Objectives

- In the Land Records division, work to decrease the amount of printed paper used within the office. We will experiment with using PDFs for the daily transfers, and look at other methods to avoid printing during our work processes.

Tax Administration

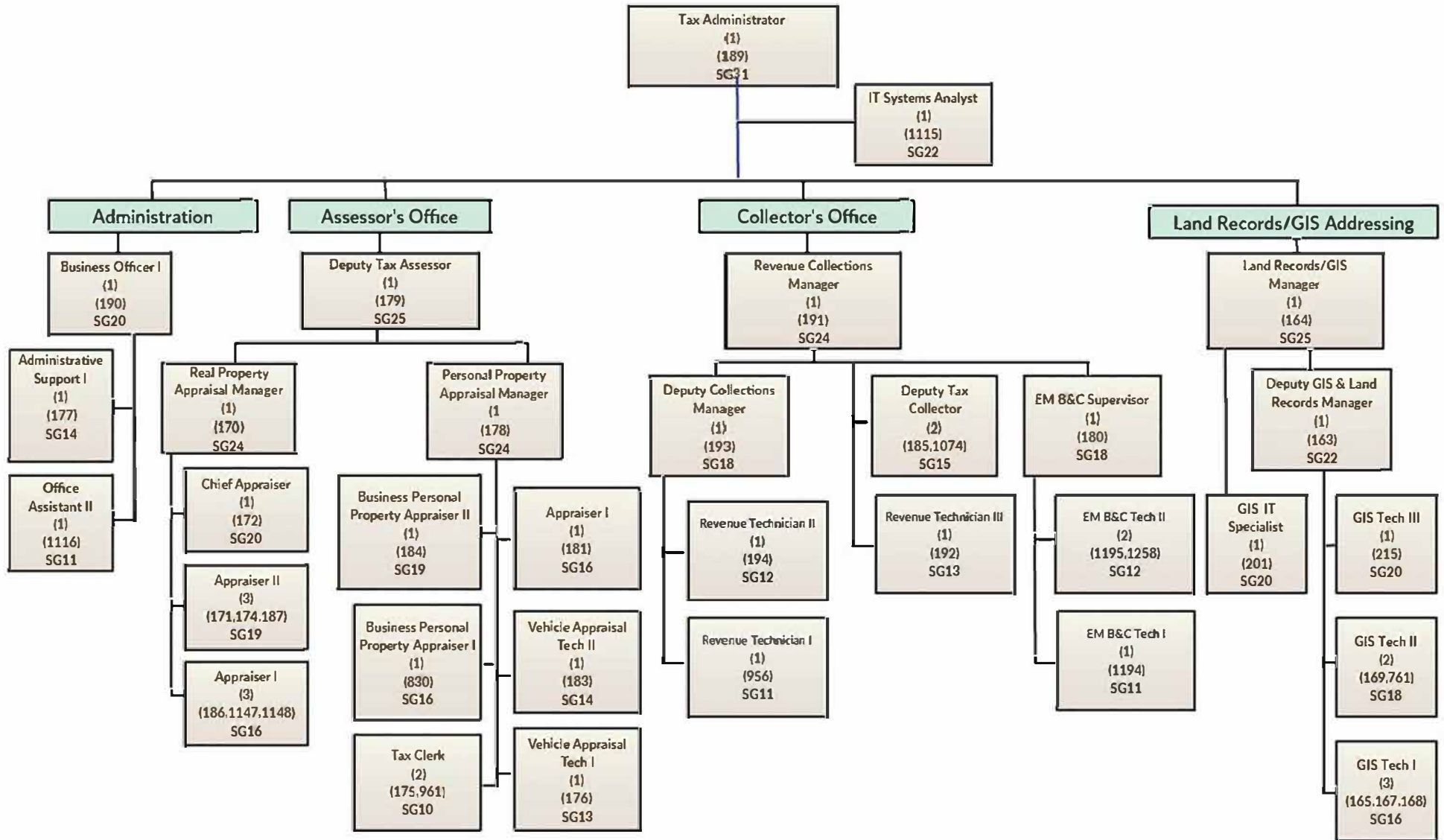
- In the Collections division, we will be fully staffed in both Tax and in Emergency Services. We will be working to increase our collections of prior year delinquent taxes to meet budgeted amount of \$1,100,000, and to collect delinquent ambulance bills to meet goal of \$154,000.
- The department requested a new position in the Assessment Division to conduct compliance reviews for our present use value program. Although the revenue generated by this position would eventually offset the cost of the position, due to the Covid-19 crisis the decision was made to recommend postponing this new FTE request.

Budget Highlights

The FY 2020-21 Manager's Recommended Budget includes:

- County revenue reductions due to lower collections projected as a result of the fiscal impact of COVID-19. (Tax collections are recorded at a county level rather than in the Tax Administration department.)
- Near base funding for operations and personnel.
- Reductions to travel and training as part of economic contingency plan to assist in countering the fiscal impact from the COVID-19 pandemic.

TAX ADMINISTRATOR'S OFFICE



Transfers to Other Funds

	2018-19 Actual Expenditures	2019-20 Original Budget	2019-20 Revised Budget	2019-20 12-Month Estimate	2020-21 Department Requested	2020-21 Manager Recommended
Transfers to Other Funds (General Fund)						
Transfer to Affordable Housing Fund	605,740	1,306,113	1,306,113	1,306,113	1,306,113	956,816
Transfer to County Capital Projects	220,000	900,272	773,272	773,272	908,657	908,657
Transfer to Efland Sewer Fund	0	0	0	0	0	0
Transfer to Grant Projects	82,043	57,043	57,043	57,043	57,043	103,420
Transfer to OPEB Trust Fund	0	0	0	0	0	0
Transfer to School Capital Projects	1,493,643	3,000,000	3,260,000	3,260,000	3,000,000	3,000,000
Transfer to Health & Dental Fund	2,626,520	2,686,222	2,686,222	2,686,222	0	0
Transfer to Sportsplex Fund	0	0	0	0	0	0
Total Transfer to Other Funds	\$ 5,027,946	\$ 7,949,650	\$ 8,082,650	\$ 8,082,650	\$ 5,271,813	\$ 4,968,893

*These transfers represent contributions from the General Fund to Other Funds.

Transfer to Affordable Housing Initiatives \$ 956,816

This transfer reserves funds to address long-term housing needs for decent and affordable housing in Orange County, provides funds for the Housing Rehabilitation Initiative - Urgent Repair and Single Family Rehabilitation programs (\$314,908), the County match to the HOME Program (\$228,280), Housing Displacement Funds (\$75,000), and the Homelessness Partnership Program (\$91,603), and provides General Fund support to the Housing Choice Voucher Program (\$247,025) related to the County's involvement in affordable housing programs. (See the *Housing and Community Development Fund budget* section of this document for more information).

Transfer to School Capital \$3,000,000 Transfer to County Capital \$908,657

These transfers provide pay-as-you-go funds for Schools and County capital projects identified in the FY 2020-21 (Year 1) Capital Investment Plan (CIP). The \$3,000,000 for Schools represents funding for Deferred Maintenance projects.

Transfer to Grant Projects \$103,420

This transfer allocates general fund dollars to the Senior Health Coordination-Wellness, Food Council, and Outreach Librarian grant projects.

Transfer to Health and Dental Insurance Fund \$0

In FY 2020-21, funding of \$2,792,225, for Pre-65 and Post-65 retirees will be budgeted in Support Services Non-Departmental instead of a transfer to the Health and Dental Insurance Fund.

Transfer to Other Post Employment Benefits (OPEB) \$0

This transfer allocates general fund dollars towards the County's Liability related to Other Post Employment Benefits (OPEB). The FY 2020-21 Manager's Recommended Budget does not include a transfer to OPEB.

Transfer to Sportsplex Fund \$0

The Sportsplex Enterprise Fund debt service has been revised to better align capital assets and liabilities between the Sportsplex Fund and the General Fund, and therefore no budgeted transfer is needed in FY 2020-21. (See *Sportsplex Fund* section of the budget document for more details).

Employee Pay and Benefits

Appendix A

Position Classification and Pay Plans

The Pay Plan of Orange County comprises the salary schedule and list of classifications assigned to each salary grade. The Manager is responsible for the administration and maintenance of the Pay Plan and recommends to the Board of County Commissioners such increases, reductions, or amendments to the Pay Plan as is necessary in order to maintain the fairness and adequacy of the Pay Plan.

Wage Recommendation

A wage increase is not recommended for FY2020/2021.

Meritorious Service Awards

In FY2016/2017 the Board of County Commissioners approved Performance Awards for three tiers: \$500 for proficient performance; \$750 for superior performance or \$1,000 for exceptional performance. These performance awards are paid as a one-time bonus.

In FY2017/2018 the Board of County Commissioners approved Performance Awards for three tiers: \$500 for proficient performance; \$750 for superior performance or \$1,000 for exceptional performance. These performance awards are paid as a one-time bonus. The Board of County Commissioners authorized the Manager to create a policy and process for Merit Pay (performance awards) to base salaries instead of a one-time payment.

In FY2018/2019, the Board of County Commissioners approved the Merit Pay policy. All employees will receive Merit Pay on their base salary; effective on the employee's anniversary date.

In FY2019/2020, the Board of County Commissioners approved that all employees receive Merit Pay on their base salary which is carried forward from the previous fiscal year. The effective date of receiving a bonus on base will continue to be effective on an employee's anniversary date.

Position Classification and Pay Plan Recommendation

Salary compression was identified as a priority in FY2016/2017 and FY2017/2018 among directors and employees. In FY2016/2017 the Board of County Commissioners approved a compression adjustment totaling \$500,000 to allow an adjustment to affected employees, and in FY2017/2018 the Board approved an additional compression adjustment of \$250,000. Approximately 70 percent of employees received a compression adjustment in each of these fiscal years.

Currently, 53 percent of employees are compressed compared to 57 percent in 2019. The average salary of full-time permanent employees is \$53,096; an increase of \$1,358 annually from 2019.

As a complement to the compression initiative, the Human Resources Department has been conducting classification studies over the last several years as part of an initiative

Position Classification and Pay Plans – continued

to review all budgeted positions starting at the lowest salary grade. To date, most positions in grade 8 through 14 have been completed and the compression analysis applied appropriately to employee salaries. Compression analysis is also applied to all department/division or individual classification reviews conducted. Some department studies are completed and recommendations pending. No additional compression adjustments are recommended for FY2020/2021.

Manager Recommendation

The Manager is not recommending a wage increase for FY2020/2021 and suspending Merit Pay for FY2020/2021.

Orange County Salary Schedule

Effective July 1, 2020

Grade	Minimum	Quarter 1	Midpoint	Quarter 3	Maximum*
9	31,230	36,216	41,200	46,186	54,303
10	31,542	36,578	41,612	46,648	54,846
11	31,858	36,943	42,028	47,114	55,395
12	32,176	37,313	42,449	47,585	55,949
13	34,472	39,975	45,478	50,982	59,369
14	36,219	42,001	47,782	53,564	62,978
15	38,051	44,126	50,201	56,276	66,167
16	39,978	46,360	52,743	59,125	69,517
17	42,002	48,707	55,412	62,117	73,034
18	44,126	51,172	58,217	65,262	76,733
19	46,362	53,764	61,165	68,567	80,618
20	48,709	56,485	64,261	72,037	84,698
21	51,175	59,345	67,515	75,684	88,987
22	53,764	62,348	70,932	79,515	93,491
23	56,487	65,505	74,523	83,542	98,225
24	59,347	68,821	78,295	87,770	103,196
25	62,351	72,305	82,259	92,213	108,420
26	65,506	75,964	86,422	96,880	113,908
27	68,823	79,811	90,798	101,786	119,676
28	72,307	83,851	95,395	106,939	125,735
29	75,967	88,095	100,223	112,352	132,099
30	79,814	92,556	105,299	118,041	138,788
31	83,853	97,241	110,628	124,016	145,813
32	88,099	102,164	116,229	130,294	153,196
33	92,559	107,336	122,113	136,890	160,950
34	97,246	112,771	128,296	143,821	169,099
35	102,167	118,479	134,790	151,102	177,661
36	107,340	124,478	141,615	158,752	186,655
37	112,773	130,778	148,783	166,787	196,103

**FY 2020-21 Classification and Pay Plan
Classes by Alphabetical Order**

Class Code	Class Title	Salary Grade	FLSA Status
1949	Accountant	19	Exempt
1201	Accounting Technician I	12	Non-Exempt
1476	Accounting Technician II-Aging	14	Non-Exempt
1474	Accounting Technician II-DSS	14	Non-Exempt
1542	Accounting Technician III-DSS	15	Non-Exempt
1525	Accounting Technician III-Finance	15	Non-Exempt
1646	Administrative Services Supervisor	16	Exempt
1677	Administrative Support Supervisor-Child Support Services	16	Exempt
1321	Administrative Assistant II-Sheriff	13	Non-Exempt
1401	Administrative Assistant III-Sheriff	14	Non-Exempt
1814	Administrative Officer	18	Exempt
1458	Administrative Support I-Asset Management Services	14	Non-Exempt
1467	Administrative Support I-DEAPR	14	Non-Exempt
1488	Administrative Support I-Economic Development	14	Non-Exempt
1465	Administrative Support I-Emergency Services	14	Non-Exempt
1475	Administrative Support I-Health	14	Non-Exempt
1473	Administrative Support I-Planning	14	Non-Exempt
1469	Administrative Support I-Solid Waste Management	14	Non-Exempt
1472	Administrative Support I-Tax	14	Non-Exempt
1468	Administrative Support I-Visitors Bureau	14	Non-Exempt
1533	Administrative Support II-Animal Services	15	Non-Exempt
1538	Administrative Support II-CJRD	15	Non-Exempt
1535	Administrative Support II-Human Resources	15	Non-Exempt
1536	Administrative Support II-Human Rights and Relations	15	Non-Exempt
1539	Administrative Support II-Orange County Transportation	15	Non-Exempt
1541	Administrative Support II-Planning	15	Non-Exempt
1540	Administrative Support II-Register of Deeds	15	Exempt
1537	Administrative Support II-Visitors Bureau	15	Non-Exempt
1653	Administrative Support Supervisor-Solid Waste Management	16	Exempt
3201	Advance Practice Practitioner	32	Exempt
2901	Aging Director	29	Exempt

**FY 2020-21 Classification and Pay Plan
Classes by Alphabetical Order**

Class Code	Class Title	Salary Grade	FLSA Status
2003	Aging Transitions Administrator	20	Exempt
1802	Agriculture Economic Developer	18	Exempt
1682	Animal Care Supervisor	16	Non-Exempt
1141	Animal Care Technician	11	Non-Exempt
2201	Animal Control Manager	22	Exempt
1486	Animal Control Officer	14	Non-Exempt
2434	Animal Services Assistant Director	24	Exempt
2914	Animal Services Director	29	Exempt
2505	Applications Manager	25	Exempt
1602	Appraiser I	16	Non-Exempt
1903	Appraiser II	19	Non-Exempt
1842	Arts Commission Program Coordinator	18	Exempt
1679	Asset Management Coordinator	16	Non-Exempt
3115	Asset Management Director	31	Exempt
2444	Asset Management Services Assistant Director	24	Exempt
1526	Assistant Deputy Clerk I	15	Non-Exempt
1966	Assistant Deputy Clerk II	19	Exempt
2423	Assistant Economic Development Director	24	Exempt
1604	Assistant Fire Marshal	16	Non-Exempt
2424	Assistant Library Director	24	Exempt
2432	Assistant Register Of Deeds	24	Exempt
2615	Assistant Solid Waste Director	26	Exempt
2044	Assistant Superintendent Of Parks	20	Exempt
2711	Assistant To County Manager For Legislative Affairs	27	Exempt
1404	Automotive Mechanic	14	Non-Exempt
2612	Benefits Administrator	26	Exempt
1963	Benefits Coordinator	19	Exempt
1448	Billing Specialist	14	Non-Exempt
1314	Billing Technician	13	Non-Exempt
1702	Building Safety Official I	17	Non-Exempt
1828	Building Safety Official II	18	Non-Exempt
1955	Building Safety Official III	19	Non-Exempt

**FY 2020-21 Classification and Pay Plan
Classes by Alphabetical Order**

Class Code	Class Title	Salary Grade	FLSA Status
1661	Building Safety Official-Trainee	16	Non-Exempt
1124	Breastfeeding Support Specialist	11	Non-Exempt
1961	Budget & Management Analyst I	19	Exempt
2113	Budget & Management Analyst II	21	Exempt
2254	Budget & Management Analyst/Support Services Manager	22	Exempt
2039	Business Officer I-Aging	20	Exempt
2032	Business Officer I-Health	20	Exempt
2030	Business Officer I-Library	20	Exempt
2040	Business Officer I-Sheriff	20	Exempt
2042	Business Officer I-Tax	20	Exempt
2203	Business Officer II	22	Exempt
2250	Business Officer II-Housing	22	Exempt
2249	Business Officer II-Solid Waste Management	22	Exempt
1642	Business Personal Property Appraiser I	16	Non-Exempt
1908	Business Personal Property Appraiser II	19	Non-Exempt
2428	Capital Projects Manager	24	Exempt
1137	Certified Medical Assistant	11	Non-Exempt
2035	Chief Appraiser	20	Non-Exempt
2714	Chief Building Official	27	Exempt
3501	Chief Financial Officer	35	Exempt
2805	Chief Information Security Officer	28	Exempt
3102	Chief Information Officer	31	Exempt
2257	Chief Inspector & Plans Examiner I	22	Exempt
2404	Chief Inspector & Plans Examiner II	24	Exempt
2433	Child Support Assistant Director	24	Exempt
2902	Child Support Director	29	Exempt
1606	Child Support Officer	16	Non-Exempt
1231	Child Support Services Technician	12	Non-Exempt
1912	Civil Rights Specialist	19	Exempt
2918	Clerk To The Board	29	Exempt
1928	Clinical Social Worker I	19	Exempt
2111	Clinical Social Worker II	21	Exempt

**FY 2020-21 Classification and Pay Plan
Classes by Alphabetical Order**

Class Code	Class Title	Salary Grade	FLSA Status
1935	Communications Manager	19	Exempt
1962	Communications Manager-Health	19	Exempt
1960	Communications Manager-Library	19	Exempt
2421	Communications Operations Manager	24	Exempt
1726	Communications Quality Assurance Coordinator	17	Exempt
1508	Communications Specialist	15	Non-Exempt
1727	Communications Training Coordinator	17	Exempt
1672	Community Development Specialist	16	Non-Exempt
1015	Community Health Aide	10	Non-Exempt
1658	Community Outreach Literacy Coordinator	16	Exempt
1312	Community Outreach Specialist	13	Non-Exempt
1531	Community Paramedic	15	Non-Exempt
1242	Community Records Specialist	12	Non-Exempt
2917	Community Relations Director	29	Exempt
1826	Community Services Librarian	18	Exempt
1021	Community Social Services Assistant	10	Non-Exempt
1129	Community Social Services Technician	11	Non-Exempt
0911	Convenience Center Operator	09	Non-Exempt
3702	County Attorney	37	Exempt
3701	County Manager	37	Exempt
1909	CPS Social Worker	19	Non-Exempt
2256	Criminal Clinical Social Work	22	Exempt
2921	Criminal Justice Resource Director	29	Exempt
1941	Cultural Resources Coordinator	19	Exempt
1234	Dental Assistant	12	Non-Exempt
2302	Dental Clinic & Compliance Manager	23	Exempt
2001	Dental Hygienist	20	Non-Exempt
3401	Dentist	34	Exempt
2427	Deputy Clerk/Information Specialist	24	Exempt
1840	Deputy Collections Manager	18	Exempt
3601	Deputy County Manager	36	Exempt
1739	Deputy Elections Director	17	Non-Exempt

**FY 2020-21 Classification and Pay Plan
Classes by Alphabetical Order**

Class Code	Class Title	Salary Grade	FLSA Status
2109	Deputy EMS Operations Manager	21	Exempt
2804	Deputy Financial Services Director	28	Exempt
2253	Deputy GIS & Land Records Manager	22	Exempt
1325	Deputy Register Of Deeds II	13	Non-Exempt
1547	Deputy Register of Deeds III	15	Non-Exempt
1607	Deputy Sheriff I	16	Non-Exempt
1838	Deputy Sheriff II	18	Non-Exempt
2504	Deputy Tax Assessor	25	Exempt
1546	Deputy Tax Collector	15	Non-Exempt
1445	Detention Officer	14	Non-Exempt
1317	Detention Officer Trainee	13	Non-Exempt
2439	Disposal Operations Manager	24	Exempt
1657	Drug Treatment Coordinator	16	Non-Exempt
2306	DS/Captain	23	Exempt
2923	DS/Chief Of Operations	29	Exempt
1967	DS/Investigator I	19	Non-Exempt
2023	DS/Investigator II	20	Non-Exempt
2115	DS/Lieutenant	21	Non-Exempt
2601	DS/Major	26	Exempt
1904	DS/Sergeant I	19	Non-Exempt
2041	DS/Sergeant II	20	Non-Exempt
2613	DSS Human Services Manager	26	Exempt
2258	DSS System Analyst	22	Exempt
2425	Erosion Control & Stormwater Supervisor	24	Exempt
3114	Economic Development Director	31	Exempt
1611	Eldercare Social Worker	16	Non-Exempt
1527	Elections Administrator-Finance Specialist	15	Non-Exempt
1528	Elections Administrator-GIS Specialist	15	Non-Exempt
1529	Elections Coordinator	15	Non-Exempt
2919	Elections Director	29	Exempt
1841	EM Billing & Collect Manager	18	Exempt
1118	EM Billing & Collect Technician I	11	Non-Exempt

**FY 2020-21 Classification and Pay Plan
Classes by Alphabetical Order**

Class Code	Class Title	Salary Grade	FLSA Status
1230	EM Billing & Collect Technician II	12	Non-Exempt
2435	Emergency Management Coordinator	24	Exempt
1647	Emergency Management Planner	16	Exempt
1105	Emergency Medical Technician - Basic	11	Non-Exempt
3103	Emergency Services Director	31	Exempt
2422	EMS Operations Manager	24	Exempt
1724	EMS Quality Assurance Coordinator	17	Exempt
1803	EMS Supervisor	18	Non-Exempt
1722	EMS Training Coordinator	17	Exempt
2904	Environment,Agriculture,Parks & Recreation Director	29	Exempt
1637	Environmental Enforcement Officer	16	Exempt
1810	Environmental Enforcement Supervisor	18	Exempt
2703	Environmental Health Director	27	Exempt
1917	Environmental Health Program Specialist	19	Non-Exempt
1705	Environmental Health Specialist	17	Non-Exempt
2409	Environmental Health Supervisor	24	Exempt
1432	Environmental Health Technician	14	Non-Exempt
1544	Epic Systems Coordinator	15	Non-Exempt
1721	Erosion Control Officer I	17	Non-Exempt
1951	Erosion Control Officer II	19	Exempt
1729	ES Recruitment & Outreach Coordinator	17	Exempt
1512	ES Systems Technician	15	Non-Exempt
1731	Executive Assistant-Confidential	17	Non-Exempt
1239	Facility Maintenance Technician I	12	Non-Exempt
1470	Facility Maintenance Technician II	14	Non-Exempt
1534	Facility Maintenance Technician III	15	Non-Exempt
1820	Facilities Environment & Support Manager	18	Exempt
0913	Facilities Environment Technician I	09	Non-Exempt
1023	Facilities Environment Technician II-DSS	10	Non-Exempt
1022	Facilities Environment Technician II-Sheriff	10	Non-Exempt
1135	Facilities Environment Technician III	11	Non-Exempt
1136	Facilities Environment Technician III-DSS	11	Non-Exempt

**FY 2020-21 Classification and Pay Plan
Classes by Alphabetical Order**

Class Code	Class Title	Salary Grade	FLSA Status
2252	Facilities Maintenance Manager	22	Exempt
1241	Family Navigator	12	Non-Exempt
1463	Family Treatment Court Case Manager	14	Non-Exempt
2609	Finance & Administrative Operations Director	26	Exempt
2246	Financial Services Manager	22	Exempt
2617	Financial Systems Administrator	26	Exempt
2407	Fire Marshal	24	Exempt
2438	Fiscal Operations Manager	24	Exempt
1742	Food Council Coordinator	17	Exempt
1307	Food Services Coordinator	13	Non-Exempt
1411	Foreign Language Coordinator	14	Non-Exempt
2507	GIS & Land Records Manager	25	Exempt
2036	GIS IT Specialist	20	Exempt
1673	GIS Technician I	16	Non-Exempt
1835	GIS Technician II	18	Non-Exempt
2037	GIS Technician III	20	Exempt
2038	GIS Technician III-Planning	20	Exempt
1662	Graphic Design/Assistant Webmaster	16	Exempt
1664	Housing Choice Voucher Inspector	16	Non-Exempt
2304	Housing Choice Voucher Program Manager	23	Exempt
3105	Health Director	31	Exempt
2447	Health Human Services Manager	24	Exempt
2234	Health Informatics Manager	22	Exempt
1517	Heavy Equipment Mechanic I	15	Non-Exempt
1650	Heavy Equipment Mechanic II	16	Non-Exempt
1480	Heavy Equipment Operator	14	Non-Exempt
2259	Help Desk Supervisor	22	Exempt
2602	Home Visiting Services Supervisor	26	Exempt
1824	Homeless Program Coordinator	18	Exempt
2305	Housing & Community Development Program Manager	23	Exempt
2905	Housing & Community Development Director	29	Exempt

**FY 2020-21 Classification and Pay Plan
Classes by Alphabetical Order**

Class Code	Class Title	Salary Grade	FLSA Status
1741	Housing Rehabilitation Specialist I	17	Non-Exempt
1834	Housing Rehabilitation Specialist II	18	Non-Exempt
1671	Housing Specialist	16	Non-Exempt
1478	Housing Technician	14	Non-Exempt
1707	Human Resources Analyst	17	Exempt
3106	Human Resources Director	31	Exempt
2235	Human Resources Manager	22	Exempt
2922	Human Rights & Relations Director	29	Exempt
1617	Human Services Coordinator I	16	Non-Exempt
1818	Human Services Coordinator II	18	Exempt
1440	Human Services Specialist I	14	Non-Exempt
1520	Human Services Specialist II	15	Non-Exempt
1681	Human Services Specialist III	16	Non-Exempt
1920	Human Services Supervisor I	19	Exempt
2015	Human Services Supervisor II	20	Exempt
1227	Human Services Technician	12	Non-Exempt
1969	HVAC Lead Technician	19	Non-Exempt
4920	IMC Supervisor	49	
2210	IT Analyst	22	Exempt
1449	IT Help Desk-Administrative Specialist	14	Non-Exempt
2414	IT Operations Manager	24	Exempt
1622	IT Support Analyst	16	Non-Exempt
1815	IT Support Analyst II	18	Non-Exempt
2220	IT Systems Analyst	22	Exempt
0912	Jail Cook	09	Non-Exempt
1123	Jail Cook Supervisor	11	Non-Exempt
1324	Laboratory Quality Assurance Coordinator	13	Non-Exempt
1240	Laboratory Technician	12	Non-Exempt
2211	Land Resource Conservation Manager	22	Exempt
2237	Landscape Architect	22	Exempt

**FY 2020-21 Classification and Pay Plan
Classes by Alphabetical Order**

Class Code	Class Title	Salary Grade	FLSA Status
1120	Landscape Technician I	11	Non-Exempt
1238	Landscape Technician II	12	Non-Exempt
1519	Lead Veterinary Health Care Technician	15	Non-Exempt
2616	Legal Advisor To The Sheriff	26	Exempt
1733	Librarian I	17	Exempt
1829	Librarian II	18	Exempt
1953	Librarian III	19	Exempt
1006	Library Assistant II	10	Non-Exempt
1311	Library Associate I	13	Non-Exempt
1453	Library Associate II	14	Non-Exempt
2251	Library Branch Manager	22	Exempt
2908	Library Director	29	Exempt
2028	Library Division Supervisor I	20	Exempt
1660	Library Manager II	16	Exempt
1487	Library Support Technician	14	Non-Exempt
1715	Limited English Proficiency Specialist	17	Non-Exempt
1530	Local Reentry Council Coordinator	15	Non-Exempt
1648	Logistics Manager	16	Non-Exempt
1441	Logistics Specialist	14	Non-Exempt
2031	Marketing, Events & Operations Coordinator	20	Exempt
1117	Medical Office Assistant	11	Non-Exempt
1830	Mental Health Liaison	18	Exempt
1523	Misdemeanor Diversion Program Coordinator	15	Non-Exempt
1545	Nature Programs Coordinator	15	Non-Exempt
2213	Network Analyst	22	Exempt
1016	Nursing Assistant	10	Non-Exempt
2105	Nutrition Program Manager	21	Exempt
2242	Occupational Therapist	22	Exempt
1017	Office Assistant I	10	Non-Exempt
1119	Office Assistant II	11	Non-Exempt

**FY 2020-21 Classification and Pay Plan
Classes by Alphabetical Order**

Class Code	Class Title	Salary Grade	FLSA Status
1130	Office Assistant II-Aging	11	Non-Exempt
1140	Office Assistant II-Animal Services	11	Non-Exempt
1126	Office Assistant II-County Manager	11	Non-Exempt
1134	Office Assistant II-Dental	11	Non-Exempt
1139	Office Assistant II-Emergency	11	Non-Exempt
1133	Office Assistant II-Home Visiting	11	Non-Exempt
1127	Office Assistant II-Housing	11	Non-Exempt
1125	Office Assistant II-Nutrition	11	Non-Exempt
1132	Office Assistant II-Orange County Transportation	11	Non-Exempt
1683	Office Assistant Supervisor	16	Non-Exempt
1422	Paramedic	14	Non-Exempt
1516	Paramedic-Field Training Officer	15	Non-Exempt
1812	Parks Conservation Specialist	18	Exempt
1471	Parks Coordinator	14	Non-Exempt
1675	Parks Manager-Blackwood Farm	16	Non-Exempt
1670	Parks Manager-Little River	16	Non-Exempt
1674	Parks Manager-Soccer	16	Non-Exempt
1676	Parks Manager-Various	16	Non-Exempt
1232	Passport Agent	12	Non-Exempt
1131	Patient Account Technician-Dental	11	Non-Exempt
1113	Patient Account Technician	11	Non-Exempt
1678	Patient Account Manager	16	Exempt
2420	Personal Property Appraiser Manager	24	Exempt
2017	PHN II-Preparedness Coordinator	20	Exempt
2436	PHN Supervisor I	24	Exempt
2604	PHN Supervisor II	26	Exempt
1711	Planner I	17	Non-Exempt
1923	Planner II	19	Exempt
2413	Planner III	24	Exempt
3107	Planning & Inspection Director	31	Exempt
1435	Planning Technician	14	Non-Exempt
1954	Plans Examiner	19	Exempt

**FY 2020-21 Classification and Pay Plan
Classes by Alphabetical Order**

Class Code	Class Title	Salary Grade	FLSA Status
1680	Pre-Trial Services Case Manager	16	Non-Exempt
1233	Program Assistant	12	Non-Exempt
1732	Program Coordinator	17	Exempt
1462	Program Coordinator Assistant	14	Non-Exempt
1659	Program Integrity Investigator	16	Non-Exempt
1451	Project Coordinator	14	Non-Exempt
1511	Property Development Specialist I	15	Non-Exempt
1734	Property Development Specialist II	17	Non-Exempt
1485	Property Development Technician	14	Non-Exempt
1484	Property Development Technician-Planning	14	Non-Exempt
1937	Public Health Education Program Manager	19	Exempt
1968	Public Health Education Program Manager-Tobacco	19	Exempt
2603	Public Health Education Director	26	Exempt
2026	Public Health Nurse I	20	Exempt
2112	Public Health Nurse II	21	Exempt
2215	Public Health Nurse III	22	Exempt
2706	Public Health Nursing Director	27	Exempt
2437	Public Health Services Manager	24	Exempt
1009	Public Transportation Driver	10	Non-Exempt
2255	Purchasing Agent	22	Exempt
2441	Real Property Appraisal Manager	24	Exempt
2043	Recreation Manager	20	Exempt
1228	Recreation Program Assistant	12	Non-Exempt
1744	Recreation Program Coordinator	17	Non-Exempt
1845	Recreation Program Supervisor	18	Non-Exempt
2442	Recruitment & Support Services Manager	24	Exempt
1625	Recycling Education & Outreach Coordinator	16	Exempt
1019	Recycling Materials Collector	10	Non-Exempt
1121	Recycling Materials Handler	11	Non-Exempt
2440	Recycling Operations Manager	24	Exempt
2022	Recycling Programs Supervisor	20	Exempt
1492	Reentry Case Manager	14	Non-Exempt

**FY 2020-21 Classification and Pay Plan
Classes by Alphabetical Order**

Class Code	Class Title	Salary Grade	FLSA Status
1948	Registered Dietitian Program Coordinator	19	Exempt
2911	Register Of Deeds	29	Exempt
1817	Registered Dietitian	18	Exempt
1957	Research & Data Analyst	19	Exempt
2240	Research & Data Manager	22	Exempt
1964	Research & Data Quality Assurance Analyst	19	Exempt
1621	Resource & Benefits Specialist	16	Non-Exempt
2018	Resource Conservation Coordinator	20	Exempt
1443	Resource Program Support Coordinator	14	Non-Exempt
2443	Restoration Program Legal Council	24	Exempt
2417	Revenue Collections Manager	24	Exempt
1108	Revenue Technician I	11	Non-Exempt
1215	Revenue Technician II	12	Non-Exempt
1306	Revenue Technician III	13	Non-Exempt
2231	Risk Manager	22	Exempt
1926	Sales Director	19	Exempt
2303	Senior Accountant	23	Exempt
1645	Senior Auto Mechanic	16	Exempt
1640	Senior Center Coordinator	16	Non-Exempt
2007	Senior Centers Administrator	20	Exempt
1138	Senior Convenience Center Operator	11	Non-Exempt
1543	Senior Heavy Equipment Operator	15	Non-Exempt
1714	Senior Public Health Educator	17	Exempt
2506	Senior Network Systems Administrator	25	Exempt
1956	Senior Volunteer Program Administrator	19	Exempt
3109	Sheriff	31	Exempt
0914	Social Services Assistant	09	Non-Exempt
3110	Social Services Director	31	Exempt
2445	Social Work Program Manager	24	Exempt
2009	Social Work Supervisor II	20	Exempt
2034	Social Work Supervisor II-Health	20	Exempt
2229	Social Work Supervisor III	22	Exempt

**FY 2020-21 Classification and Pay Plan
Classes by Alphabetical Order**

Class Code	Class Title	Salary Grade	FLSA Status
1426	Social Worker I	14	Non-Exempt
1627	Social Worker II	16	Non-Exempt
1655	Social Worker II-Health	16	Non-Exempt
1809	Social Worker III	18	Non-Exempt
1836	Social Worker III-Foster Care Licensing	18	Non-Exempt
2019	Soil & Water Conservation Coordinator	20	Exempt
2219	Soil Scientist	22	Exempt
1965	Soil Scientist I	19	Exempt
2446	Solid Waste Fleet Manager	24	Exempt
1225	Solid Waste Collector Driver	12	Non-Exempt
1226	Solid Waste Collector Driver-A	12	Non-Exempt
3111	Solid Waste Management Director	31	Exempt
1315	Solid Waste Materials Transfer Operator	13	Non-Exempt
1932	Solid Waste Planner	19	Exempt
2021	Solid Waste Programs Supervisor	20	Exempt
1452	Special Projects Coordinator	14	Non-Exempt
2710	Staff Attorney	27	Exempt
2415	Staff Engineer	24	Exempt
2027	Staff Engineer-EI	20	Exempt
2214	Superintendent Of Parks	22	Exempt
2216	Superintendent Of Recreation	22	Exempt
2016	Sustainability Program Coordinator	20	Exempt
1970	Systems Administrator	19	Exempt
1827	Systems Administrator 911	18	Exempt
1667	Systems Coordinator 911	16	Non-Exempt
3112	Tax Administrator	31	Exempt
1020	Tax Clerk	10	Non-Exempt
1427	Telecommunications Assistant Supervisor	14	Non-Exempt
1629	Telecommunications Supervisor	16	Non-Exempt
1304	Telecommunicator	13	Non-Exempt
1514	Training & Lead Animal Control Officer	15	Non-Exempt
2232	Training & Performance Manager	22	Exempt

**FY 2020-21 Classification and Pay Plan
Classes by Alphabetical Order**

Class Code	Class Title	Salary Grade	FLSA Status
1454	Transit Bus Dispatcher	14	Non-Exempt
1837	Transit Operations Manager	18	Exempt
1666	Transit Operations Supervisor	16	Exempt
2227	Transportation Administrator	22	Exempt
1524	Transportation Demand Management Coordinator	15	Non-Exempt
2243	Transportation Planner	22	Exempt
1843	Transportation Services Manager	18	Non-Exempt
2920	Transportation Services Director	29	Exempt
1318	Vehicle Appraisal Technician I	13	Non-Exempt
1482	Vehicle Appraisal Technician II	14	Non-Exempt
2221	Veterinary Health Care Manager	22	Exempt
1326	Veterinary Health Care Technician	13	Non-Exempt
2708	Visitor Bureau Director	27	Exempt
1461	Volunteer Program Assistant-Animal Services	14	Non-Exempt
1464	Volunteer Program Assistant-Aging	14	Non-Exempt
1740	Volunteer Program Coordinator	17	Exempt
2224	Water Resources Coordinator	22	Exempt
1652	Website & Publications Coordinator	16	Exempt
1012	Weighmaster	10	Non-Exempt

Unclassified

0001 County Commissioner

These positions are subject to the authority of the Board of County Commissioners to establish and change the salaries as limited by N. C. General Statutes 153A-92 (as cited in the Orange County Code of Ordinances, Chapter 28 Personnel, Section 28-13(o)).

County Contributions to Retirement Benefits

Background

Local Governmental Employees' Retirement System (LGERS)

Orange County and employees make contributions to the Local Governmental Employees' Retirement System (LGERS) based on employee earnings. The required County contribution is determined by the North Carolina Treasurer each year. While employer contributions have varied over the past few years (see chart below), the employee contribution has consistently been 6.0 percent of salary.

History of County Retirement Contributions

Fiscal Year(s)	LGERS		Supplemental Retirement	
	Law Enforcement Officers (LEO's)	General Employees	Law Enforcement Officers (LEO's)	General Employees
	% of Salary	% of Salary	% of Salary	Annual Contribution
2005-2007	4.78	4.88	5.00	\$650
2007-2009	4.86	4.88	5.00	\$715
2009-2010	4.86	4.88	5.00	Suspended
2010-2011	6.41	6.43	5.00	Suspended until January 2011, then \$715
2011-2012	7.04	6.96	5.00	\$715
2012-2013	6.77	6.74	5.00	\$715
2013-2014	7.28	7.07	5.00	\$715, added maximum \$1,200 matching contribution)
2014-2015	7.55	7.07	5.00	\$715, increased matching contribution to \$1,512
2015-2016	7.15	6.74	5.00	\$715 plus matching contribution to \$1,512
2016-2017	8.00	7.25	5.00	\$715 plus matching contribution to \$1,512
2017-2018	8.25	7.56	5.00	\$715 plus matching contribution to \$1,512
2018-2019	8.50	7.75	5.00	\$715 plus matching contribution to \$1,512
2019-2020	9.70	8.95	5.00	\$715 plus matching contribution to \$1,512
2020-2021	10.90	10.15	5.00	\$715 plus matching contribution to \$1,512

Based on the Employer Contribution Rate Stabilization Policy (ECRSP), the North Carolina Treasurer Board of Trustees amended its policy for employer contribution rates to LGERS effective July 1, 2020. As such, effective July 1, 2020, the "base" employer contribution rate will change:

- Law enforcement officers (LEOs) rate will increase from 9.70 to 10.90 percent of reported compensation.

County Contributions to Retirement Benefits – continued

- Rate for all other employees will increase from 8.95 to 10.15 percent of reported compensation.

Additional rates, such as rates associated with death benefits or past service liabilities, will be added to the base rate to determine the actual contribution percentage for each employer. As in past years, each employer's total contribution rate for the upcoming fiscal year will be calculated by the Retirement Systems Division and communicated in a letter before the end of April 2020.

The Board's policy now anticipates further increases in the base rates effective July 1, 2020, and July 1, 2021, equal to 1.20 percent of reported compensation each year, as follows:

Effective Date	Law Enforcement Officers (LEO's)	General Employees
July 1, 2019	9.70%	8.95%
July 1, 2020	10.90%	10.15%
July 1, 2021	12.10%	11.35%

Supplemental Retirement Benefits for General Employees

The County contributes funds on behalf of general government employees to supplemental retirement savings accounts. The Board of County Commissioners began the County's contribution at \$15 per pay period in FY1998/1999 (\$375 annually), and gradually increased it to the current \$27.50 per pay period (\$715 annually). Employees receive this contribution whether or not they contribute themselves. Additionally, the County contributes up to \$63 semi-monthly as a match to an employee's contribution. The County does not pay Social Security or Medicare taxes on any of its contributions.

Employees direct the County to invest its contribution to one of the following pre-tax options:

- Prudential 401(k) plan administered by the North Carolina Retirement System;
- ICMA-RC 457 plan; or
- Nationwide (NACo) 457.

Employees may elect to contribute an amount, within federal guidelines, to any of the plan(s) listed above as well as a post-tax (Roth) Prudential 401(k) plan.

The most recent data available from Prudential 401(k) dated December 2018 indicates that 61 North Carolina counties contribute to the NC Supplemental Retirement Plans through Prudential. Orange County contributes a flat dollar amount of up to \$2,227 annually and the remaining counties contribute a percentage of salary, ranging from 1% to 8%, or an average of 3.25%. An average 4.5% contribution is made by the local governments near Orange County, with most contributing 5%, including Durham, Wake, and Person Counties. The maximum amount the County contributes, \$2,227 annually, is equal to 4.20% of the average Orange County salary of approximately \$53,000.

County Contributions to Retirement Benefits – continued

The chart below shows employee (law enforcement and general) participation in the supplemental retirement plans.

	Employees Contributing	Percentage	Total Annualized Employee Contribution
May 2009	500	65%	Not available
May 2010	433	57%	\$386,436
May 2011	560	70%	\$451,656
May 2012	533	65%	\$460,320
April 2013	545	66%	\$884,136
April 2014	597	69%	\$1,154,196
April 2015	610	70%	\$1,160,110
April 2016	727	81%	\$1,311,936
April 2017	743	80%	\$1,231,879
April 2018	800	83%	\$1,423,798

Supplemental Retirement Benefits for Sworn Law Enforcement Officers

The County is required by State law to make a contribution of 5 percent of salary to the 401(k) plan for each sworn law enforcement officer.

Manager Recommendation

The Manager recommends maintaining the \$27.50 per pay period County minimum contribution to an employee's choice of supplemental retirement plan(s) and continues to match employees' contributions up to \$63.00 semi-monthly for all general (non-sworn law enforcement officer) employees. Also, the Manager recommends continuing the mandated 5 percent contribution for sworn law enforcement officers.

Employer Contributions

as of January 2020

Employer Type	Employer	Employer Contribution for General Employees	Employer Type	Employer	Employer Contribution for General Employees
Charter School	Expedition School, The	Up to 6.00%	County	Pender County	2.00%
Charter School	Experiential School of Greensboro, The	2.00%	County	Perquimans County	Up to 1.00%
Charter School	Hobgood Charter School	Up to 5.00%	County	Person County	5.00%
Charter School	Island Montessori Charter School	Up to 8.00%	County	Pitt County	5.08%
Charter School	Longleaf School of the Arts	Up to 3.00%	County	Randolph County	Up to 2.00%
Charter School	Moore Montessori Community School	Up to 5.00%	County	Richmond County	5.00%
Charter School	Northeast Carolina Prep School	Up to 3.00%	County	Robeson County	4.00%
Charter School	Queens Grant Community School	Up to 5.00%	County	Rowan County	3.00%
Charter School	Raleigh Oak Charter School	4.00%	County	Rutherford County	3.25%
Charter School	Research Triangle High School	Up to 3.00%	County	Sampson County	Up to 5.00%
Charter School	Willow Oak Montessori School	5.00%	County	Scotland County	Up to 2.00%
Comm College	Beaufort Community College	1.00%	County	Stokes County	Up to 1.00%
Comm College	Guilford Tech Community College	Up to 1.00%	County	Union County	5.00%
County	Alamance County	Up to 2.00%	County	Wake County	5.00%
County	Anson County	3.00%	County	Washington County	Up to 3.00%
County	Ashe County	3.00%	County	Watauga County	5.00%
County	Avery County	Up to 3.00%	County	Wayne County	Up to 2.00%
County	Beaufort County	Up to 2.00%	County	Wilson County	5.00%
County	Bertie County	3.00%	County	Yadkin County	Up to 1.00%
County	Brunswick County	5.00%	Municipal	Aberdeen, Town of	5.00%
County	Buncombe County	8.00%	Municipal	Ahoskie, Town of	5.00%
County	Burke County	Up to 2.00%	Municipal	Angier, Town of	5.00%
County	Cabarrus County	5.00%	Municipal	Apex, Town of	5.00%
County	Camden County	5.00%	Municipal	Archdale, City of	Up to 5.00%
County	Carteret County	5.00%	Municipal	Archer Lodge, Town of	5.00%
County	Catawba County	Up to 2.00%	Municipal	Asheville, City of	5.00%
County	Chatham County	4.50%	Municipal	Atlantic Beach, Town of	5.00%
County	Cleveland County	5.00%	Municipal	Badin, Town of	Up to 5.00%
County	Craven County	Up to 4.00%	Municipal	Bald Head Island, Village of	5.00%
County	Cumberland County	2.00%	Municipal	Banner Elk, Town of	Up to 6.00%
County	Currituck County	5.69%	Municipal	Beaufort, Town of	5.00%
County	Davidson County	1.50%	Municipal	Beech Mountain, Town of	Up to 6.00%
County	Davie County	Up to 3.00%	Municipal	Belhaven, Town of	Up to 2.00%
County	Durham County	5.00%	Municipal	Belmont, City of	5.00%
County	Edgecombe County	2.00%	Municipal	Benson, Town of	5.00%
County	Forsyth County	2.50%	Municipal	Bermuda Run, Town of	Up to 5.00%
County	Franklin County	4.00%	Municipal	Bessemer City, City of	5.00%
County	Granville County	Up to 1.00%	Municipal	Bethel, Town of	2.00%
County	Guilford County	Up to 5.00%	Municipal	Beulaville, Town of	5.00%
County	Harnett County	2.00%	Municipal	Biltmore Forest, Town of	5.00%
County	Haywood County	3.00%	Municipal	Biscoe, Town of	Up to 6.00%
County	Henderson County	Up to 2.00%	Municipal	Black Creek, Town of	5.00%
County	Iredell County	5.00%	Municipal	Black Mountain, Town of	5.00%
County	Johnston County	Up to 5.00%	Municipal	Bladenboro, Town of	5.00%
County	Lee County	5.00%	Municipal	Blowing Rock, Town of	5.00%
County	Lenoir County	5.00%	Municipal	Boiling Spring Lakes, Town of	5.00%
County	Macon County	2.00%	Municipal	Boiling Springs, City of	5.00%
County	Martin County	3.00%	Municipal	Boone, Town of	5.00%
County	McDowell County	2.00%	Municipal	Bridgeton, Town of	Up to 5.00%
County	Mecklenburg County	Up to 5.00%	Municipal	Bunn, Town of	2.00%
County	Montgomery County	Up to 5.00%	Municipal	Burgaw, Town of	5.00%
County	Moore County	Up to 3.00%	Municipal	Burlington, City of	5.00%
County	Nash County	5.00%	Municipal	Burnsville, Town of	Up to 2.00%
County	Onslow County	Up to 4.00%	Municipal	Butner, Town of	5.00%
County	Orange County	Up to \$90.50	Municipal	Cameron, Town of	3.00%

Employer Type	Employer	Employer Contribution for General Employees
Municipal	Candor, Town of	5.00%
Municipal	Canton, Town of	Up to 3.00%
Municipal	Cape Carteret, Town of	Up to 5.00%
Municipal	Carolina Beach, Town of	Up to 3.00%
Municipal	Carolina Shores, Town of	Up to 100.00%
Municipal	Carrboro, Town of	3.00%
Municipal	Carthage, Town of	5.00%
Municipal	Cary, Town of	5.00%
Municipal	Castalia, Town of	5.00%
Municipal	Caswell Beach, Town of	5.00%
Municipal	Chapel Hill, Town of	5.00%
Municipal	Charlotte, City of	3.00%
Municipal	Cherryville, City of	5.00%
Municipal	China Grove, Town of	5.00%
Municipal	Claremont, City of	5.00%
Municipal	Clarkton, Town of	Up to 5.00%
Municipal	Clayton, Town of	4.00%
Municipal	Clemmons, Village of	Up to 5.00%
Municipal	Cleveland, Town of	5.00%
Municipal	Clinton, City of	0.50%
Municipal	Columbus, Town of	5.00%
Municipal	Concord, City of	3.50%
Municipal	Conover, City of	5.00%
Municipal	Cooleemee, Town of	5.00%
Municipal	Cornelius, Town of	5.00%
Municipal	Cramerton, Town of	5.00%
Municipal	Creedmoor, City of	5.00%
Municipal	Dallas, Town of	5.00%
Municipal	Davidson, Town of	Up to 5.00%
Municipal	Dobson, Town of	5.00%
Municipal	Duck, Town of	5.00%
Municipal	Dunn, City of	5.00%
Municipal	Durham, City of	5.00%
Municipal	East Spencer, Town of	Up to 2.00%
Municipal	Eastover, Town of	Up to 5.00%
Municipal	Eden, City of	5.00%
Municipal	Edenton, Town of	1.00%
Municipal	Elizabeth City, City of	5.00%
Municipal	Elizabethtown, Town of	3.00%
Municipal	Elkin, Town of	5.00%
Municipal	Elm City, Town of	5.00%
Municipal	Elon, Town of	5.00%
Municipal	Emerald Isle, Town of	5.00%
Municipal	Erwin, Town of	5.00%
Municipal	Fairmont, Town of	5.00%
Municipal	Faison, Town of	2.00%
Municipal	Farmville, Town of	2.75%
Municipal	Fayetteville, City of	1.00%
Municipal	Fletcher, Town of	5.00%
Municipal	Forest City, Town of	Up to \$40
Municipal	Four Oaks, Town of	Up to 1.00%
Municipal	Foxfire Village, Town of	3.00%
Municipal	Franklin, Town of	5.00%
Municipal	Franklinton, Town of	5.00%
Municipal	Fremont, Town of	5.00%
Municipal	Fuquay-Varina, Town of	5.00%
Municipal	Garner, Town of	5.00%
Municipal	Gaston, Town of	5.00%
Municipal	Gastonia, City of	5.00%
Municipal	Gibsonville, Town of	5.00%
Municipal	Goldsboro, City of	4.00%
Municipal	Graham, City of	Up to 5.00%
Municipal	Granite Falls, Town of	2.00%
Municipal	Granite Quarry, Town of	5.00%
Municipal	Green Level, Town of	Up to 5.00%

Employer Type	Employer	Employer Contribution for General Employees
Municipal	Greenville, City of	\$40
Municipal	Grifton, Town of	Up to 1.50%
Municipal	Grover, Town of	5.00%
Municipal	Harrisburg, Town of	Up to 4.00%
Municipal	Havelock, City of	5.00%
Municipal	Haw River, Town of	5.00%
Municipal	Henderson, City of	1.00%
Municipal	Hertford, Town of	3.75%
Municipal	Hickory, City of	Up to 2.00%
Municipal	Hillsborough, Town of	5.00%
Municipal	High Point, City of	Up to 1.00%
Municipal	Holden Beach, Town of	5.00%
Municipal	Holly Ridge, Town of	Up to 3.00%
Municipal	Holly Springs, Town of	5.00%
Municipal	Hope Mills, Town of	5.00%
Municipal	Hudson, Town of	3.00%
Municipal	Huntersville, Town of	5.00%
Municipal	Indian Beach, Town of	5.00%
Municipal	Indian Trail, Town of	Up to 5.00%
Municipal	Jacksonville, City of	2.00%
Municipal	Jamestown, Town of	4.50%
Municipal	Jonesville, Town of	5.00%
Municipal	Kannapolis, City of	Up to 2.00%
Municipal	Kenansville, Town of	Up to 5.00%
Municipal	Kenly, Town of	1.00%
Municipal	Kernersville, Town of	2.00%
Municipal	Kill Devil Hills, Town of	Up to 5.00%
Municipal	King, City of	5.00%
Municipal	Kings Mountain, City of	5.00%
Municipal	Kinston, City of	1.50%
Municipal	Kitty Hawk, Town of	Up to 2.00%
Municipal	Knightdale, Town of	5.00%
Municipal	Kure Beach, Town of	5.00%
Municipal	Lake Lure, Town of	Up to 5.00%
Municipal	Landis, Town of	5.00%
Municipal	Laurel Park, Town of	5.00%
Municipal	Laurinburg, City of	5.00%
Municipal	Leland, Town of	5.00%
Municipal	Lewisville, Town of	1.20%
Municipal	Liberty, Town of	3.00%
Municipal	Lilesville, Town of	4.00%
Municipal	Lillington, Town of	Up to 5.00%
Municipal	Littleton, Town of	3.00%
Municipal	Locust, City of	Up to 5.00%
Municipal	Louisburg, Town of	5.00%
Municipal	Lowell, Town of	5.00%
Municipal	Lucama, Town of	3.50%
Municipal	Lumberton, City of	4.00%
Municipal	Madison, Town of	3.00%
Municipal	Maggie Valley, Town of	Up to 3.00%
Municipal	Manteo, Town of	5.00%
Municipal	Marion, City of	5.00%
Municipal	Marshville, Town of	Up to 3.50%
Municipal	Matthews, Town of	5.00%
Municipal	Mayodan, Town of	5.00%
Municipal	McAdenville, Town of	5.00%
Municipal	Mebane, City of	5.00%
Municipal	Middlesex, Town of	3.50%
Municipal	Mills River, Town of	Up to 4.00%
Municipal	Mint Hill, Town of	5.00%
Municipal	Misenheimer, Town of	5.00%
Municipal	Mocksville, Town of	Up to 5.00%
Municipal	Momeyer, Town of	Up to 2.00%
Municipal	Monroe, City of	Up to 5.00%
Municipal	Montreat, Town of	5.00%

Employer Type	Employer	Employer Contribution for General Employees	Employer Type	Employer	Employer Contribution for General Employees
Municipal	Mooreville, Town of	5.00%	Municipal	Snow Hill, Town of	Up to 5.00%
Municipal	Morehead City, Town of	Up to 5.00%	Municipal	Southern Pines, Town of	5.00%
Municipal	Morrisville, Town of	5.00%	Municipal	Southern Shores, Town of	5.00%
Municipal	Mount Gilead, Town of	Up to 5.00%	Municipal	Southport, City of	5.00%
Municipal	Mount Holly, City of	5.00%	Municipal	Spencer, Town of	Up to 2.00%
Municipal	Mount Olive, Town of	4.00%	Municipal	Spindale, Town of	4.00%
Municipal	Mount Pleasant, Town of	2.00%	Municipal	Spring Hope, Town of	5.00%
Municipal	Murfreesboro, Town of	Up to 1.50%	Municipal	Spring Lake, Town of	2.00%
Municipal	Nags Head, Town of	Up to 2.00%	Municipal	St. James, Town of	5.00%
Municipal	Nashville, Town of	3.00%	Municipal	St. Pauls, Town of	3.00%
Municipal	New Bern, City of	6.00%	Municipal	Stallings, Town of	Up to 5.00%
Municipal	Newland, Town of	4.00%	Municipal	Stanfield, Town of	5.00%
Municipal	Newport, Town of	4.00%	Municipal	Stanley, Town of	5.00%
Municipal	Norlina, Town of	Up to 5.00%	Municipal	Stantonburg, Town of	Up to 2.00%
Municipal	North Topsail Beach, Town of	3.00%	Municipal	Star, Town of	5.00%
Municipal	North Wilkesboro, Town of	5.63%	Municipal	Statesville, City of	Up to 2.50%
Municipal	Northwest, City of	5.00%	Municipal	Stedman, Town of	5.00%
Municipal	Oak Island, Town of	Up to 5.00%	Municipal	Stoneville, Town of	Up to 3.00%
Municipal	Oakboro, Town of	Up to 3.00%	Municipal	Sugar Mountain, Village of	Up to 5.00%
Municipal	Ocean Isle Beach, Town of	5.00%	Municipal	Summerfield, Town of	Up to 3.00%
Municipal	Oxford City, of	Up to 5.00%	Municipal	Sunset Beach, Town of	5.00%
Municipal	Pembroke, Town of	3.00%	Municipal	Surf City, Town of	\$20
Municipal	Pilot Mountain, Town of	5.00%	Municipal	Swansboro, Town of	1.00%
Municipal	Pine Knoll Shores, Town of	5.00%	Municipal	Sylva, Town of	5.00%
Municipal	Pinebluff, Town of	3.00%	Municipal	Tabor City, Town of	5.00%
Municipal	Pinehurst, Village of	5.00%	Municipal	Tarboro, Town of	6.00%
Municipal	Pinetops, Town of	2.50%	Municipal	Taylorsville, Town of	5.00%
Municipal	Pineville, Town of	Up to 5.00%	Municipal	Topsail Beach, Town of	5.00%
Municipal	Pittsboro, Town of	5.00%	Municipal	Trent Woods, Town of	5.00%
Municipal	Plymouth, Town of	Up to 5.00%	Municipal	Troutman, Town of	5.00%
Municipal	Polkton, Town of	4.00%	Municipal	Troy, Town of	2.00%
Municipal	Raeford, City of	5.00%	Municipal	Tryon, Town of	Up to 2.00%
Municipal	Ramseur, Town of	2.50%	Municipal	Vass, Town of	5.00%
Municipal	Randleman, City of	5.00%	Municipal	Wade, Town of	3.50%
Municipal	Ranlo, Town of	3.00%	Municipal	Wadesboro, Town of	4.00%
Municipal	Red Springs, Town of	2.00%	Municipal	Wagram, Town of	2.50%
Municipal	Reidsville, City of	5.00%	Municipal	Wake Forest, Town of	5.00%
Municipal	Rich Square, Town of	5.00%	Municipal	Wallace, Town of	3.00%
Municipal	Richlands, Town of	3.00%	Municipal	Walnut Cove, Town of	5.00%
Municipal	Red Springs, Town of	2.00%	Municipal	Walnut Creek, Village of	5.00%
Municipal	Reidsville, City of	5.00%	Municipal	Warsaw, Town of	Up to 5.00%
Municipal	Rich Square, Town of	5.00%	Municipal	Washington, City of	Up to \$50
Municipal	Richlands, Town of	3.00%	Municipal	Waxhaw, Town of	5.00%
Municipal	River Bend, Town of	5.00%	Municipal	Waynesville, Town of	5.00%
Municipal	Roanoke Rapids, City of	Up to 3.00%	Municipal	Weaverville, Town of	Up to 6.00%
Municipal	Rockingham, City of	2.50%	Municipal	Weddington, Town of	5.00%
Municipal	Rockwell, Town of	5.00%	Municipal	Wendell, Town of	5.00%
Municipal	Rocky Mount, City of	3.00%	Municipal	West Jefferson, Town of	5.00%
Municipal	Rolesville, Town of	5.00%	Municipal	Whispering Pines, Village of	5.00%
Municipal	Roseboro, Town of	Up to 5.00%	Municipal	Whitakers, Town of	5.00%
Municipal	Rural Hall, Town of	Up to 3.00%	Municipal	White Lake, Town of	2.50%
Municipal	Rutherfordton, Town of	3.50%	Municipal	Whiteville, City of	4.50%
Municipal	Salisbury, City of	3.00%	Municipal	Wilkesboro, Town of	Up to 5.00%
Municipal	Saluda, City of	Up to 5.00%	Municipal	Williamston, Town of	Up to 1.00%
Municipal	Sanford, City of	5.00%	Municipal	Wilmington, City of	4.50%
Municipal	Sawmills, Town of	2.00%	Municipal	Wilson, City of	5.00%
Municipal	Scotland Neck, Town of	1.50%	Municipal	Windsor, Town of	5.00%
Municipal	Sedalia, Town of	Up to 5.00%	Municipal	Wingate, Town of	5.00%
Municipal	Selma, Town of	3.00%	Municipal	Winterville, Town of	5.00%
Municipal	Seven Devils, Town of	Up to 3.00%	Municipal	Woodfin, Town of	8.00%
Municipal	Shallotte, Town of	5.00%	Municipal	Wrightsville Beach, Town of	4.00%
Municipal	Shelby, City of	5.00%	Municipal	Yadkinville, Town of	5.00%
Municipal	Siler City, Town of	2.50%	Municipal	Youngsville, Town of	5.00%
Municipal	Simpson, Village of	Up to 5.00%	Municipal	Zebulon, Town of	5.00%
Municipal	Smithfield, Town of	Up to 3.00%			

Employer Type	Employer	Employer Contribution for General Employees	Employer Type	Employer	Employer Contribution for General Employees
Other	Alamance Community Fire Department	Up to 2.00%	Other	High Point ABC Board	Up to 6.00%
Other	Alamance County Transportation	Up to 3.00%	Other	Indian Trail ABC Board	Up to 2.50%
Other	Alamance Municipal ABC Board	5.00%	Other	Isothermal Planning & Development Commission	3.00%
Other	Albemarle Commission	Up to 1.00%	Other	Johnston County ABC Board	5.00%
Other	Albemarle Regional Health Services	4.00%	Other	Jonesville Water & Sewer	5.00%
Other	Alliance Behavioral Healthcare	Up to 3.00%	Other	Junaluska Sanitary District	3.00%
Other	Asheville ABC Board	5.00%	Other	Kerr Area Transportation Authority	Up to 3.00%
Other	Asheville Regional Airport Authority	5.00%	Other	Kerr-Tar Regional COG	Up to 2.00%
Other	Bay Leaf Fire Department	5.00%	Other	Kinston Housing Authority	Up to 3.50%
Other	Benson Housing Authority	Up to 2.00%	Other	Kinston-Lenoir County Public Library	Up to 1.00%
Other	Bertie-Martin Regional Jail	3.00%	Other	Land of Sky Regional Council	4.00%
Other	Blue Ridge Fire & Rescue	4.00%	Other	Laurinburg-Maxton Airport Commission	5.00%
Other	Braswell Memorial Public Library	3.00%	Other	Lenoir County ABC Board	2.00%
Other	Broad River Water Authority	5.00%	Other	Lincolnton Housing Authority	Up to 4.00%
Other	Brunswick County Tourism Authority	5.00%	Other	Locust ABC Board	10.00%
Other	Burke-Catawba District Confinement Authority	Up to 2.00%	Other	Louisburg ABC Board	5.00%
Other	Cabarrus County Tourism Authority	5.00%	Other	Lower Cape Fear Water & Sewer Authority	3.00%
Other	Cabarrus Health Alliance	Up to 1.00%	Other	Lumber River COG	Up to 2.00%
Other	Cape Fear COG	Up to 1.00%	Other	Lumberton Airport Commission	4.00%
Other	Cape Fear Public Transportation	Up to 4.50%	Other	Madison-Mayodan Recreation Commission	2.00%
Other	Cape Fear Public Utility Authority	Up to 4.00%	Other	Marion ABC Board	2.00%
Other	Carteret County ABC Board	5.00%	Other	Martin County Travel & Tourism	3.00%
Other	Centennial Authority	5.00%	Other	Mecklenburg County ABC Board	Up to 6.00%
Other	Centralina COG	3.00%	Other	Mecklenburg EMS Agency	Up to 5.00%
Other	Charlotte Mecklenburg Library	Up to 5.00%	Other	Metropolitan Sewerage District	Up to 5.00%
Other	Cleveland County Water	5.00%	Other	MI Connection Communication	Up to 2.00%
Other	Coastal Carolina Airport	Up to 4.00%	Other	Mid-Carolina COG	1.00%
Other	Coastal Solid Waste Management Authority	Up to 5.00%	Other	Mid-East Planning Commission	Up to 3.00%
Other	Concord ABC Board	4.00%	Other	Mocksville-Coolesville ABC Board	5.00%
Other	Craven County ABC Board	Up to 3.00%	Other	Monroe Housing Authority	Up to 5.00%
Other	Craven-Pamlico-Carteret Library	Up to \$25	Other	Moore County ABC Board	2.50%
Other	Cumberland County ABC Board	5.00%	Other	Moore County Airport	Up to 3.00%
Other	Dare County Tourism Board	Up to 1.00%	Other	Moore County Tourism Development	Up to 3.00%
Other	Davie Soil & Water Conservation District	1.00%	Other	Mooresville ABC Board	5.00%
Other	Dobson ABC Board	5.00%	Other	Mount Airy ABC Board	Up to 5.00%
Other	Downtown Salisbury, Inc.	Up to 3.00%	Other	Nash County ABC Board	5.00%
Other	Dunn ABC Board	2.00%	Other	NC Association of County Commissioners	Up to 4.00%
Other	Durham County ABC Board	Up to 2.50%	Other	New Hanover County ABC Board	Up to 5.00%
Other	Durham Highway Fire Department	5.00%	Other	North Brunswick Sanitary District	5.00%
Other	Eastpointe	Up to 3.00%	Other	Onslow County ABC Board	Up to 5.00%
Other	Edenton Housing Authority	4.00%	Other	Onslow Water & Sewer Authority	Up to 3.00%
Other	Edgecombe County ABC Board	5.00%	Other	Orange County ABC Board	Up to \$75
Other	Electricities of NC	2.50%	Other	Parkwood Fire Department	5.00%
Other	Elizabethtown ABC Board	3.00%	Other	Partners Behavioral Health Management	Up to 2.50%
Other	Fairmont Housing Authority	5.00%	Other	Pembroke Housing Authority	5.00%
Other	First Craven Sanitary District	Up to 3.00%	Other	Piedmont Triad Regional Council	2.50%
Other	Fontana Regional Library	Up to 2.00%	Other	Piedmont Triad Regional Water Authority	5.00%
Other	Foothills Health District	Up to 1.00%	Other	Pinecroft Sedgefield Fire District	Up to 3.00%
Other	Garner Fire Department	5.00%	Other	Pitt County ABC Board	5.00%
Other	Gastonia ABC Board	5.00%	Other	Pitt-Greenville Convention Authority	\$30
Other	Goldsboro Wayne Transportation Authority	Up to 3.00%	Other	Plymouth Housing Authority	Up to 3.00%
Other	Greensboro ABC Board	5.00%	Other	Public Library of Johnston Co. & Smithfield	Up to 5.00%
Other	Greenville Housing Authority	3.00%	Other	Raleigh Housing Authority	Up to 4.00%
Other	Greenville Utilities Commission	\$40	Other	Raleigh-Durham Airport Authority	Up to 5.00%
Other	Guilford Fire District 13	Up to 2.00%			
Other	Halifax County ABC Board	3.00%			
Other	Halifax County Tourism Development Authority	Up to 3.00%			
Other	High Country COG	Up to 4.00%			

Employer Type	Employer	Employer Contribution for General Employees
Other	Randleman ABC Board	5.00%
Other	Reidsville ABC Board	5.00%
Other	Robeson Housing Authority	4.00%
Other	Salisbury Housing Authority	3.00%
Other	Salisbury-Rowan County Convention & Visitors Bureau	Up to 3.00%
Other	Sandhills Center	Up to 3.00%
Other	Sanford ABC Board	Up to 5.00%
Other	Scotland County ABC Board	Up to 5.00%
Other	Sheppard Memorial Library	\$40
Other	Skyland Fire & Rescue	Up to 5.00%
Other	Smoky Mountain Mental Health	Up to 5.00%
Other	Spring Hope Water & Sewer	5.00%
Other	Statesville ABC Board	Up to 5.00%
Other	Summerfield Fire District	Up to 2.00%
Other	Tarboro Redevelopment Commission	6.00%
Other	Thomasville Housing Authority	Up to 3.00%

Employer Type	Employer	Employer Contribution for General Employees
Other	Triangle J COG	5.00%
Other	Trillium Health Resources	Up to 2.00%
Other	Upper Coastal Plain COG	2.00%
Other	Vance County ABC Board	1.00%
Other	Wake County ABC Board	5.00%
Other	Water & Sewer Authority of Cabarrus County	4.00%
Other	Wayne County ABC Board	Up to \$25
Other	Wayne County Public Library	Up to 2.00%
Other	Western Piedmont COG	Up to 8.20%
Other	Wilmington International Airport	5.00%
Other	Wilson County ABC Board	5.00%
Other	Wilson County Tourism	3.00%
Other	Wilson Economic Development Council	3.00%
Other	Yadkin Valley Sewer Authority	5.00%
School	Warren County Schools	\$15
State	NC Auctioneer Licensing Board	7.13%

PRUDENTIAL RETIREMENT®

Prudential Retirement provides the communications and recordkeeping services for the NC 401(k) and NC 457 Plans and the NC 403(b) Program. With the exception of the NC Stable Value Fund and the NC Fixed Income Fund, the investments offered to you within the NC 401(k) and NC 457 Plans are not offered by or affiliated with Prudential Financial or any of its companies or businesses. Prudential Retirement is a Prudential Financial business.

Retirement products and services are provided by Prudential Retirement Insurance and Annuity Company (PRIAC), Hartford, CT or its affiliates. PRIAC is a Prudential Financial company.

North Carolina Total Retirement Plans and the North Carolina Total Retirement Plans logo are service marks of the North Carolina Department of State Treasurer.

© 2020 Prudential Financial, Inc. and its related entities. Prudential, the Prudential logo and the Rock symbol are service marks of Prudential Financial, Inc., and its related entities, registered in many jurisdictions worldwide.

Employee Health Care

Background

The County provides employees with a comprehensive benefits plan, including health, dental and life insurance, an employee assistance program, flexible compensation plan, and paid leave for permanent employees.

Health Insurance

The County offers two-health plan options: a traditional Point of Service (POS) plan, and a High Deductible Plan paired with a Health Savings Account (HDP/HSA). An overview of both health plan options is outlined below:

Health Plan	County Cost (Individual Coverage)	Individual Deductible/Maximum Co-Insurance	Co-Pays
Traditional Medical Plan (POS)	\$806.60/month premium contribution	\$500/\$1,000 (co-pays do not apply to the deductible, but do apply to the maximum co-insurance limit)	\$20/\$40 for Primary/Specialist Office Visits; \$4/\$25/\$45 prescriptions; \$50 Urgent Care and \$150 Emergency Room
HDP/HSA Medical Plan	\$798.52/month premium contribution + \$118/month HSA contribution, which equals \$916.52 county cost/month	\$1,500/\$2,000 (offset by \$1,416 HSA= \$84/\$2,000)	None, all services except preventive care are subject to deductible, then covered at 80% until maximum co-insurance is reached

The County pays for 100 percent of employee only health coverage for both medical plan options and pays a percentage of the premium equivalent for dependent coverage. The County contributes up to \$1,416 annually to a Health Savings Account for employees enrolled in the High Deduction Plan (\$118 for each month of coverage).

The Board of County Commissioners approved no increase for health appropriations for FY2020/2021. The employee premium equivalent will remain unchanged. (Action Agenda Item 6-b, dated March 24, 2020)

Dental and Vision Insurance

Delta Dental is the County's current dental provider, and Community Eye Care provides the County's vision plan. All covered benefits, co-pays, co-insurance and deductibles are expected to remain the same for both the dental and vision plans. The Board of County Commissioners approved an increase of \$92,236 for dental appropriations for FY2020/2021; this increase represents all County contribution. (Action Agenda Item 6-b, dated March 24, 2020) Vision insurance premiums will not change. Employees pay 100% of the cost of vision insurance.

Employee Health Care – Continued

Manager Recommendation

The Manager Recommended Budget for FY2020/2021 is summarized as follows:

- Continue participate in the North Carolina Health Insurance Pool (NCHIP), and continue medical and prescription third party administration with Blue Cross Blue Shield of North Carolina (BCBSNC) and Prime Therapeutics, a division of BCBSNC, respectively;
- No increase to health appropriations (70 Fund) and an increase of \$92,236 for dental appropriations (70 Fund);
- No increase to employee premium equivalent for health, dental, or vision insurance.

Living Wage

Background

The Board of County Commissioners establishes a living wage for County employees each fiscal year through the adoption of the Orange County budget. The living wage applies to all permanent and temporary employees. The following is a summary of the history of living wage calculations and the Board of County Commissioners approvals:

- In FY2010/2011, the living wage was calculated by averaging the index for the cities of Durham, Burlington and Raleigh and the Town of Chapel Hill.
- In FY2011/2012, the living wage was comprised by averaging the indexes for Orange, Durham, Alamance and Wake Counties.
- In FY2014/2015, the Board increased the living wage to \$12.76 per hour equating to an entry level salary grade 8 permanent salary.
- In FY2015/2016, the Board approved continuing the living wage at the current \$12.76 per hour. In November 2015, Orange County was certified as a Living Wage Employer by Orange County Living Wage. This organization uses a different formula to calculate the living wage rate which is based on housing costs in Orange County and the surrounding area. Orange County Living Wage established \$12.75 as its target hourly rate for 2016.
- In FY2016/2017 the Board of County Commissioners adopted \$13.15 per hour as the living wage, consistent with the rate approved by Orange County Living Wage.
- In FY2017/2018 the Board of County Commissioners adopted \$13.75 per hour as the living wage effective July 1, 2017 for all employees, permanent and temporary. Further, effective January 1, 2018, the living wage was increased to \$15.00 per hour for all permanent employees. This equates to \$31,230 annually.
- In FY2018/2019 the Board of County Commissioners approved maintaining the living wage of \$15.00 per hour for all permanent employees. The living wage for temporary employees was increased to \$14.25 from \$13.75 per hour effective July 1, 2018, consistent with the Orange County Living Wage formula.
- In FY2019/2020 the Board of County Commissioners approved maintaining the living wage of \$15.00 per hour for all permanent employees. The living wage for temporary employees was increased to \$14.95 from \$14.25 per hour effective July 1, 2019, consistent with the Orange County Living Wage formula.

Summary of Living Wage from 2000 through 2020

The chart below shows the living wage and the entry salary for salary grade 9 permanent employees for years 2000 through 2020. The data shows that the differential between the two wages has decreased significantly in 2015 and the difference has remained at 0 since July 2016.

In review, the increase of the living wage to \$12.76 per hour represented an increase of \$1.79 per hour or a 16 percent increase from July 2013. Further, the Living Wage has increased \$4.76 per hour or 60 percent since its first establishment in 1998.

Living Wage – continued

Date	Living Wage	Entry Salary Grade 9 Wage	Difference
Jul-00	\$8.45	\$8.85	(\$0.40)
Jul-01	\$9.11	\$9.52	(\$0.41)
Jul-05	\$9.34	\$11.42	(\$2.08)
Jul-07	\$10.12	\$12.23	(\$2.11)
Jul-11	\$10.81	\$12.51	(\$1.70)
Jul-12	\$10.97	\$12.76	(\$1.79)
Jul-13	\$10.97	\$12.76	(\$1.79)
Jul-14	\$12.76	\$12.95	(\$0.19)
Jul-15	\$12.76	\$12.95	(\$0.19)
Jul-16	\$13.15	\$13.15	0
Jul-17	\$13.75	\$13.75	0
Jul-18	\$15.00	\$15.01	0
Jul-19	\$15.00	\$15.01	0
Jul-20	\$15.00	\$15.01	0

Summary of Residence of Employees

The charts below provide the County of Residence for permanent employees and a residency comparison from 2016 to 2020. The data demonstrates that the number of employees residing in Orange County relative to the all employees declined in 2016; however, since 2017 there has been a steady increase of residency in Orange County. As of April 2020, residency in Orange County has increased by 6.36 percent and the number of employees has increased by 0.62 percent. This is an indication that current employees as well as new employees are relocating to Orange County.

County of Residence	2016		2017		2018		2019		2020	
	# of perm employees	% to total	# of perm employees	% to total	# of perm employees	% to total	# of perm employees	% to total	# of perm employees	% to total
Orange	372	40.61%	352	38.10%	356	37.36%	367	38.07%	431	44.43%
Alamance	197	21.51%	212	22.94%	220	23.08%	230	23.86%	240	24.74%
Durham	143	15.61%	168	18.18%	158	16.58%	149	15.46%	144	14.85%
Wake	57	6.22%	60	6.49%	59	6.19%	57	5.91%	56	5.77%
Other	147	16.05%	132	14.29%	160	16.79%	161	16.70%	99	10.21%
Total	916	100.00%	924	100.00%	953	100.00%	964	100.00%	970	100.00%

County of Residence	CHANGE 2016 to 2017		CHANGE 2017 to 2018		CHANGE 2018 to 2019		CHANGE 2019 to 2020	
	# change	% change	# change	% change	# change	% change	# change	% change
Orange	-20	-5.38%	4	1.14%	11	3.09%	64	6.36%

Living Wage – continued

Alamance	15	7.61%	8	3.77%	10	4.55%	10	0.88%
Durham	25	17.48%	-10	-5.95%	-9	-5.70%	-5	-0.61%
Wake	3	5.26%	-1	-1.67%	-2	-3.39%	-1	-0.14%
Other	-15	-10.20%	28	21.21%	1	0.63%	-62	-6.49%

The following chart demonstrates in more detail Employee Residency in 2020 by County as well as by City and Town within Orange County.

Residency Report 4/17/2020

County	# of Employees	% of Total
Orange	431	44.43%
Alamance	240	24.74%
Durham	144	14.85%
Person	16	1.65%
Wake	56	5.77%
Guilford	32	3.30%
Chatham	11	1.13%
Caswell	10	1.03%
Granville	8	0.82%
Franklin	3	0.31%
Other	15	1.55%
Out of state	4	0.41%
TOTAL:	970	100.00%

City/Town	# of Employees	% of Total
Hillsborough	168	17.32%
Durham	142	14.64%
Mebane	117	12.06%
Chapel Hill	100	10.31%
Efland	43	4.43%
Burlington	45	4.64%
Graham	49	5.05%
Hurdle Mills	26	2.68%
Carrboro	27	2.78%
Raleigh	24	2.47%
Rougemont	24	2.47%
Cedar Grove	26	2.68%
Haw River	17	1.75%
Timberlake	17	1.75%
Roxboro	16	1.65%
Pittsboro	6	0.62%
Cary	9	0.93%
Other	114	11.75%
TOTAL	970	100.00%

Indicators for Establishing the Living Wage

Health and Human Services Poverty Guidelines Minimum Hourly Wage shows the unadjusted Federal Poverty Guidelines. The poverty guidelines are a version of the federal poverty measure. They are issued each year in the *Federal Register* by the Department of Health and Human Services (HHS). The guidelines are a simplification of the poverty thresholds for use for administrative purposes — for instance, determining financial eligibility for certain federal programs. These establish the annual earnings needed for a family of a specific size to meet the threshold, assuming a single wage earner and 2,080 working hours (40-hour work schedule) annually. The annual salary for

Living Wage – continued

a family of four as per the 2020 guidelines is \$26,200 or \$12.60 hourly. This represents an annual increase of \$450 (or 22 cents per hour) over 2019. The 2019 annual salary for a family of four was \$25,750.

Number in Family	2012	2013	2014	2015	2016	2017	2018	2019	2020
2	\$7.27	\$7.46	\$7.56	\$7.66	\$7.70	\$7.81	\$7.91	\$8.13	\$8.29
3	\$9.18	\$9.39	\$9.51	\$9.66	\$9.69	\$9.82	\$9.99	\$10.25	\$10.44
4	\$11.08	\$11.32	\$11.47	\$11.66	\$11.68	\$11.83	\$12.07	\$12.38	\$12.60
5	\$12.99	\$13.25	\$13.42	\$13.66	\$13.67	\$13.84	\$14.14	\$14.50	\$14.75

Living Wage Certification

Based on 2020 Federal Poverty Guidelines, the hourly rate for a family of four is \$12.60 per hour. In November 2015, Orange County was designated as an Orange County Living Wage Employer. Orange County's Living Wage of \$15.00 is currently 19.05 percent higher than the 2020 poverty guidelines for a family of four (\$12.60 per hour).

Employers certified as an Orange County Living Wage Employer annually adjusted living wage for 2020 is \$14.90 an hour. If an employer provides at least half an employee's health insurance coverage, OCLW's living wage is \$13.40 an hour.

Living Wage for Participants in Subsidized Employment Programs at the Department of Social Services

The Department of Social Services manages a large employment services program and offers subsidized employment as one component. Paid Work Experience or subsidized employment allows clients involved with employment services, most of whom have barriers to employment, to gain valuable work experience using public or grant funds for a limited amount of time (generally six-months) in order to secure permanent employment in the future. In FY2019/2020. Throughout the year, 20 employees participated in these subsidized employment programs. Currently there are 13 employees working in these subsidized employment programs.

The subsidized employment program is funded through a combination of county, state, and federal dollars and clients must meet eligibility criteria for the county to receive reimbursement. To be eligible to participate in this program, a client should be income eligible for Work First or Food and Nutrition Services, or meet the requirements for Workforce Innovations and Opportunity Act (WIOA). The County pays the wage of the client working either in the private sector or within a county department as a temporary employee.

Living Wage – continued

At the County's current living wage, some clients enrolled in the subsidized program do not meet the income eligibility requirements for health insurance (Medicaid) and/or food and nutrition benefits. Subsequently, when participants lose these benefits they become ineligible for participation in the employment program and further, the County will not receive state and/or federal reimbursement for wages.

In an effort to avoid the disruption of benefits for participants in the subsidized and employment programs, the Commissioner Approved Budget includes the County paying new participants \$11.51 per hour, the hourly wage necessary to allow participants currently receiving Medicaid coverage to continue their coverage under Transitional Medicaid for up to 12 months. Participants may work 40 hours per week. For some WIOA clients, the grant may dictate the hourly wage to be paid and there is no income eligibility for that program. Those participants will receive the amount indicated by the grant, but not less than \$11.51 per hour.

Manager Recommendation

The Manager recommends maintaining the current living wage of \$15.00 per hour for all permanent employees and \$14.95 for temporary employees.

Personnel Savings Initiatives

Background

The County implemented a hiring freeze policy as a personnel savings program for FY2002/2003. A twelve-month hiring freeze was in effect for FY2009/2010 through FY2014/2015. In FY2010/2011, the Board of County Commissioners reduced the hiring freeze to six-months. Overall, the program averaged a cost savings of approximately \$2 million each fiscal year from FY2011/2012 through FY2014/2015. The Board discontinued the hiring freeze program in FY2015/2016.

In FY2016/2017, the Board authorized the County Manager to use a Request to Fill process to manage the rate at which vacancies are filled. If the County is facing a fiscal crisis, the Manager may postpone or deny requests to fill vacancies.

The County also achieves personnel savings through natural attrition. A summary is outlined below:

- Salary attrition savings of \$750,000 was budgeted for FY2015/2016. As of June 30, 2016, total salary and benefits savings was \$1,676,326.
- Salary attrition savings of \$1.5 million was budgeted for FY2016/2017. As of June 30, 2017, total salary and benefits savings was \$2,091,792.
- Salary attrition savings of \$2 million was budgeted for FY2017/2018. As of June 30, 2018, total salary and benefits savings was approximately \$2.6 million.
- Salary attrition savings of \$2 million was budgeted for FY2018/2019. As of June 30, 2019, total salary and benefits savings is \$2.2 million.
- Salary attrition savings of \$2 million was budgeted for FY2019/2020. As of April 14, 2020, total salary and benefits savings is \$4,824,533.

As of April 14, 2020, there are 81 vacant positions; at minimum rate, equates to a vacancy savings of \$3,322,165. This includes all positions.

Manager Recommendation

The Manager recommends a budgetary projection for FY2020/2021 for personnel salary and benefit savings through attrition of \$3 million.

Retiree Health Care

Background

Health Insurance

The County provides health coverage to eligible retirees. Permanent employees hired on or before June 30, 2012 are eligible for County paid health insurance when they retire if they have completed at least ten years of service as a permanent employee. Retirees who are 65 years or older or are retiring on a disability retirement and have five years of service as a permanent employee are eligible for coverage but must pay half the cost. Permanent employees hired on or after July 1, 2012 are eligible for County paid health insurance when they retire if they have completed at least twenty years of service as a permanent employee. Retirees 65 years or older or who are retiring on a disability retirement and have ten years of service as a permanent employee are eligible for coverage but must pay half the cost.

Retirees under age 65 are eligible for enrollment in the same group plans offered to active County employees. This includes eligibility for two health plans; the Traditional Blue Options Medical Plan, a traditional Point of Service (POS) plan, and a High Deductible Plan paired with a Health Savings Account (HDP/HSA). As of April 2020, the plan covered 120 County non-Medicare eligible retirees under the age of 65.

Most retirees are eligible for Medicare coverage at the age of 65. Medicare coverage consists of two parts, Medicare Part A (hospital insurance) and Medicare Part B (medical insurance). Most retirees are automatically eligible for Medicare Part A at age 65, and there is no cost to the retiree. The Medicare Part B premium is automatically deducted from a retiree's Social Security benefits. The standard Medicare Part B monthly premium for 2020 is \$144.60.

The County pays the premiums for both Medicare Part D (prescription drug coverage) and a Medicare Supplement as specified in Chapter 28 of the County Code of Ordinances. The Supplement, also called Medi-gap, covers most remaining hospital and doctor costs after Original Medicare (Part A and Part B) has paid its share. As of April 2020 2019, 280 retirees are enrolled in a Medicare Supplement (Plan F) program.

Manager Recommendation

The Board of County Commissioners approved the FY2020/2021 budget for pre-65 retirees. (Action Agenda Item 6-b, dated March 24, 2020) The Commissioner Approved Budget is consistent with the Manager's recommendation for no increase for health coverage premium equivalent for retirees enrolled in the County's group plans (pre-65 retirees).

The Manager recommends an increase of \$106,003 for the post-65 total budget. This represents a total FY2020/2021 appropriation for post-65 (Medicare eligible) retirees of \$1,166,036.

Retiree Health Care – continued

Other Post-Employment Benefits (OPEB)

GASB 74 establishes uniform financial reporting and accounting standards for state and local governments for post-employment benefits other than pensions (OPEB) and requires that expenses associated with retiree health benefits be accrued over the working lifetime of employees, rather than expensed on a pay-as-you-go basis as retirees incur claims. The Board of County Commissioners (BOCC) has funded \$7.75 million in the OPEB Fund to appropriately prepare for the cost of retiree health insurance in the future. GASB 74 requires the presentation of the Net OPEB Liability (NOL) effective as of June 30, 2017. The GASB 74 required NOL actuary methodology and assumptions results in a higher liability than the unfunded actuarial accrued liability (UAAL). The charts below show the historical County liability for retiree health care as determined by an independent actuary through fiscal year 2019.

Actuarial Valuation Date	Net OPEB Liability (NOL)	NOL as a percentage of Covered Payroll
12/31/2019	\$106,718,695	225.9%
12/31/2018	\$95,924,108	224.3%
12/31/2017	\$96,503,866	225.6%

Actuarial Valuation Date	Unfunded Actuarial Accrued Liability (UAAL)	UAAL as a Percentage of Covered Payroll
12/31/2015	\$83,542,665	181.2%
12/31/2013	\$65,152,273	167.5%
12/31/2012	\$65,622,232	175.7%
12/31/2011	\$63,716,142	165.2%
12/31/2010	\$62,803,094	163.5%
12/31/2009	\$58,020,674	152.7%
12/31/2007	\$54,382,277	145.6%

Proposed Fee Schedule

Appendix B

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
Asset Management						
			Use Fee (except for classification 5 and 6, or as otherwise stipulated in Facilities Use Policy)	Resident \$10/hr, Non-Resident \$20/hr		2011
			Great Hall or Ballroom (Senior Centers), except class 6	Resident \$75, Non-Resident \$ 125		2011
			Class 5 Use Fee; includes use, kitchen fee and on-site personnel fees	Resident \$50/hr, Non-Resident N/A		2011
			Class 6 Use Fee; includes use, kitchen fee and on-site personnel fees	Resident \$125, Non-Resident \$175		2011
			On-site personnel	Resident \$15/hr, Non-Resident \$20/hr		2011
			Kitchen Use, senior centers only	Resident \$25, Non-Resident \$50		2011
			Security Deposit; class 6 only	Resident \$100, Non-Resident \$100		2011
			Cleaning/lock up/utility fee	Resident \$25, Non-Resident \$25		2011
Orange Public Transportation						
			Vehicle lease	\$1.00 per mile (van)		2012
				\$1.00 per mile (van)		2012
				\$1.00 per mile (bus)		2012
			Driver lease	\$20.00/hour Business Hours		2007
				\$22.00/hour Afterhours/Weekends		2007
				\$30.00/hour Holidays		2007
			Public Shuttle	\$2.00 per one way trip in-town		2005
				\$1.00 per one way trip for elderly or disabled		2005
			Medical trips	\$3.00 door to door		2001

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
Department on Aging					
	Senior Programs	Classes	Instructor Cost + 10-25% Admin		Ongoing
		Senior Games	\$15.00 per participant		2010
	Senior Center	Room rental (CH center only)	\$15 to \$65/3 hr during bus. hours		1991
			\$10 higher after business hours		1991
			\$250 entire facility after hours		1991
Board of Elections					
	Filing Fees	State & County Offices	1% of Annual Salary		Mandated #
		Municipal Offices	CH - \$5.00 Mayor and Council		1980
			Car - \$15.00 Mayor \$10.00 Council		1980
			Hills - \$10.00 Mayor and Council		1980
	Municipal Elections	Precinct Officials	CH 50% and Car 50% of Cost		1980
			Hills - 100% of Cost		1980
		Ballots	All municipalities 100% of Cost		1980
		Advertisements	All municipalities 100% of Cost		1980
	Other Charges	Computer print-outs	\$.10 per page		2009
		Special Select	\$.10 per page		2009
		One-Precinct	\$.10 per page		2009
		Computer labels	\$.30 per page		2009
		Computer Tapes/CD's	\$10.00 per CD		2009
		Specialized Programming	\$10.00 per CD		2009

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
DEAPR				
Natural & Cultural Resources	Local Landmark Program	\$100.00		2010
PARKS & RECREATION				
Athletics	Youth Athletics	100% Recovery Rate		2009
	Adult Athletics	100% Recovery Rate		2005
General Programs	Youth/Teen Programs	100% Recovery Rate		2009
	Adult Programs	100% Recovery Rate		2009
	Trips	100% Recovery Rate		2009
	Gyms- Open play individuals	\$25 annual Facility Use pass		2007
	Gyms- Open play individuals	\$15 semi-annual Facility Use pass		2011
	Gyms- Open play per day	\$3.00		2012
Special Populations Programs		5% Recovery Rate		2005
Other Programs	Concerts	Varies		2009
Facility Rentals	Gyms - Group Rentals	Resident: \$35 per hour Non-Resident : \$ 52.50 per hour		2015
	Activity Rms/Rec Centers	Resident: \$30 per hour Non-Resident : \$ 37.50 per hour		2018
	Athletic Fields	Resident: \$25 per hour Non-Resident : \$ 37.50 per hour		2015
	Athletic Fields - Tournaments	\$50/hr. for resident, \$52.50 for non-resident		2018
	Athletic Field Lighting	\$35 per hour		2016
	Tennis/Basketball Court Rental	\$5.00		2010
	Tennis/Basketball Court Rental w/ lights	\$10.00		2010
	Tournament Vending Permit Fee	\$100 per day		2013
	Special Event Vending (1)	\$20/booth per day		2019
	Non-County Resident Fee	Additional 50% to applied fee		2007
	Picnic Shelter - Resident (1)	\$25 - Half Day; \$40 - All Day		2019
	Picnic Shelter - Non-Resident (1)	\$30 - Half Day; \$45 - All Day		New
	Group Camping	\$30 per group of 6-30.		2009
	Parks Open Space permit fee (not court, shelter or athletic field)	\$10/hour or \$50/day		2011

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
		Farmer's Market Pavilion - Resident (1)	\$15 - Half Day; \$30 All Day		2019
		Farmer's Market Pavilion - Non-Resident (1)	\$30 - Half Day; \$45 All Day		New
	Equipment Rentals	Recreational Equipment Rental	\$25 per use		2013
	Land Records	Fax	\$1.00 per page		1994
		GIS Property Map - 8 1/2 x 11	\$3.00; additional copy \$2.00		1994
		GIS Ortho - Property Map - 8 1/2 x 11	\$5.00; additional copy \$3.00		1994
		GIS Property Map - 11 x 17 (B-size)	\$5.00		1994
		GIS Ortho - Property Map - 11 x 17 (B-size)	\$10.00		1994
		GIS Property Map - 17 x 22 (C-size)	\$10.00		1994
		GIS Ortho - Property Map - 17 x 22 (C-size)	\$20.00		1994
		GIS Property Map - 22 x 34 (D-size)	\$15.00		1994
		GIS Ortho - Property Map - 22 x 34 (D-size)	\$25.00		1994
		GIS Property Map - 34 x 44 (E-size)	\$25.00		1994
		GIS Ortho - Property Map - 34 x 44 (E-size)	\$35.00		1994
		Custom GIS Map E-size (Original Inventory)	\$30.00		1994
		Custom GIS Map E-size (Original)	\$30.00 per hour		1994
		Computer Report Land Data	\$.02 per item		1994
		Computer Labels - Owners	\$.02 per item		1994
		Plot Land Description	\$20.00 each		1994

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
Library				
	Fines - overdue children's books	10 cents per day (\$2.00 maximum)		2018
	Fines - overdue adult books	20 cents per day (\$5.00 maximum)		2010
	Fines - overdue Periodicals	\$.20 per day		2013
	Fines - overdue DVD	\$.50 per day (\$5.00 maximum)		2015
	Fines - overdue CD	\$.20 per day		2013
	Fines - overdue Literacy Bag	\$1 per day		2013
	Photocopies	15 cents per page		2010
	Microfilm copies	15 cents per page		2010
	Fax	\$1.00 per page to send		1989
		50 cents per page to receive		1989
	Printouts (from internet)	15 cents per page		2010
	Inter-library Loan	\$3.00 only		2018
	Processing Fee	\$5.00		2010
	Kindle Replacement Fee	\$150.00		2014
	Photocopies - Color	25 cents per page		2014
	Fines - overdue Kindle	\$1.00/day		2014
	Flash Drive	\$3.00		2015
	Out of County Card Fee (Counties outside of Alamance, Caswell, Chatham, Durham, and Person Counties (3)	\$25.00		2018
	Library Card Replacement (3)	\$1.00		2018
	Book Club Kits (3)	\$1.00 per day charge for overdues		2018
Register of Deeds				
	Deeds of Trust or Mortgage	\$56 (up to 15 pgs); \$4 each additional page		10/1/2011
	Deeds	\$26 (up to 15 pgs); \$4 each additional page.		10/1/2011
	Other Instruments	\$26 (up to 15 pgs); \$4 each additional page.		10/1/2011
	Assumed names, POA, etc.	\$26 (up to 15 pgs); \$4 each additional page.		10/1/2011
	Additional subsequent instruments index ref.	\$25 each added to recording fee		10/1/2011
	Multiple documents	\$10 each additional document		2002
	Certified Copies	\$5 (1st pg); \$2 each additional page		2002
	Non-standard document fee	\$25 in addition to regular recording fee		2002
	Notice of Satisfaction	No Fee		2002
	Plats	\$21.00		2002
	Right-of-Way Plans/Highway Maps	21; \$5 each additional		2002

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
			Plat copy (uncertified)	\$3.00		2002
			Certified copy of plats	\$5		2002
			UCCs	\$38, \$45 if more than 2 pgs +\$2/page over 10 pgs		2001
			UCC searches	\$30 per debtor name + \$1/page for copies		2001
			Excise/Revenue Stamps	\$2 per \$1000 based on purchase price		1992
			Conformed Copy	\$5		2002
			Marriage License	\$60		2009
			Marriage License Corrections	\$10		2002
			Process Delayed Marriages	\$20		2002
			Certified Copies, Births, Deaths, Marriages Certificates	\$10		2002
			Laminated copy of Birth Certificates	\$12		2002
			Process Amendments Births/Deaths	\$10 + \$15 to NC Vitals Records		2002
			Process Legitimation	\$10		2002
			Delayed Birth Registration	\$20		2002
			Notary Public Qualification	\$10		2002
			Notarization per Signature	\$5		2002
			Notary Certification	\$3 per document		2002
			Copy Work	15 cents per page		2010
			Mylar plat copy	\$5		Early 1980s
			Issuance of Plat Copy Key	\$5		2002
			Duplicate Marriage License	\$10		2000
			Historical Records	\$1		Early 1980s
			CRT print-out	15 cents per page		2010
			Computer tapes	\$10 per tape		1997

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
	Planning				
	Engineering	Plan Review	\$300 minimum, \$500 for greater than 1000 linear feet of utility or residential greater than 20		2012
		Construction Observation	\$1 per linear foot of utility		2012
		Tap Reinspection Fee	\$100.00		2011
	Current Planning fees	Comprehensive Plan Amendment			
		Text Change	\$500.00 staff review fee, \$1000.00 Legal advertisement		2018
		Future Land Use Map Change	\$500.00 + \$50.00/acre of impacted property, area staff review fee, \$1000.00 Legal advertisement, \$30.00 sign posting, \$1.00 first class mail fee for each individual parcel required to be notified of the Planning Board meeting and public hearing associated with the review request		2018
		Unified Development Ordinance			
		Text Amendments	\$500.00 staff review fee, \$1000.00 Legal advertisement (i.e. newspaper ads)		2018
		Zoning Atlas Amendment			
		Rezone to General Use Residential	\$500.00 staff review fee, \$1000.00 Legal advertisement, \$30.00 sign posting, \$1.00 first class mail fee for each individual parcel required to be notified of the Planning Board meeting and public hearing associated with the review request		2018

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
			Rezone to General Use Nonresidential	\$2000.00 staff review fee including an		2016
			Special Use			
			Class A	\$1,100.00 staff review fee, \$1000.00 Legal advertisement, \$30.00 sign posting, \$1.00 first class mail fee for each individual parcel required to be notified of the Neighborhood meeting for all non telecommunication facility permit requests / \$1.00 first class mail fee for each individual parcel required to be notified of the Planning Board meeting and Public Hearing associated with the review of the request		2018
			Class B	\$560.00 staff review fee, \$1000.00 Legal advertisement, \$30.00 sign posting, \$1.00 first class mail fee for each individual parcel required to be notified of the Neighborhood meeting for all non telecommunication facility permit requests / \$1.00 first class mail fee for each individual parcel required to be notified of the Public Hearing		2018
			Re-Inspection Fee	Residential: \$50; Non-Residential: \$150		2018
			Zoning Fees: Telecommunication Towers			2015
			Master Telecommunication Plan Amendment Requests	\$200.00		2015
			Zoning Permit Review Fee - Telecommunication Tower Class A	\$2,500.00		2018
			Escrow Account	Consultant Review Fee \$7,500.00		2016
			Zoning Permit Review Fee - Telecommunication Tower Class B	\$1,500.00		2018
			Escrow Account	Consultant Review Fee \$7,000.00		2016
			Co-Location Fee	Co-Location Consultant Review Fee \$1,000.00		2016
			Zoning Review Fee (building permit)	\$100.00		2015

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
			Rezone to Conditional Use District	\$3000.00 staff review fee (includes rezoning and Class A Special Use Permit Fee), \$1000.00 Legal advertisement, \$30.00 sign posting, \$1.00 first class mail fee for each individual parcel required to be notified of the Neighborhood meeting, the Planning Board meeting, and public hearing associated with the review request. If application proposes a Major Subdivision, then the following additional fees shall be required: \$750.00 additional staff review fee plus \$50.00 an acre fee for projects that do not include an affordable housing component, \$25.00 an acre fee for projects that do include an affordable housing component.		2018
			Rezone to Conditional Zoning District	\$2000.00 staff review fee (involves rezoning application only), \$1000.00 Legal advertisement, \$30.00 sign posting, \$1.00 first class mail fee for each individual parcel required to be notified of the Neighborhood meeting, the Planning Board meeting, and public hearing associated with the review request. If application proposes a Major Subdivision, then the following additional fees shall be required: \$750.00 additional staff review fee plus \$50.00 an acre fee for projects that do not include an affordable housing component, \$25.00 an acre fee for projects that do include an affordable housing component.		2018
	Board of Adjustment		Residential Variance/Appeal	\$340.00 staff review fee, \$1000.00 legal advertisement, \$5.00 certified mailing fee for each individual parcel required to be notified of request		2018

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
			Nonresidential Variance/Appeal	\$540.00 staff review fee, \$1000.00 legal advertisement, \$5.00 certified mailing fee for each individual parcel required to be notified of request		2018
		Subdivision	Concept Plan	\$140.00 staff review fee		2011
			Final Plat	\$140.00 staff review fee		2011
			Re-approval	\$100.00 staff review fee		2011
			Major Subdivision			
			Concept Plan	\$310 staff review fee, \$30.00 sign posting for Neighborhood Information meeting, \$1.00 Neighborhood Information meeting mailing fee for each individual parcel required to be notified of request		2011
			Preliminary	\$600.00 staff review fee, \$800.00 legal advertisement		2011
			Final	\$500.00		2001
			Re-approval	\$500.00 staff review fee		2011
			Modification of approved subdivision - preliminary or final plat	\$500.00 staff review fee, \$800.00 legal advertisement if BOCC review/approval of modification is required		2011
			Zoning Compliance Permits and Site Plan			
			Zoning Compliance Permit for single family/duplex residential structure(s)	\$30.00		2011
			Single-family site plan associated with Conditional Use or Conditional Zoning approval	\$1,000.00 staff review fee		2011
			Multi-family site plan associated with Conditional Use or Conditional Zoning approval	\$1,000.00 staff review fee		2011

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
			Nonresidential - Certification Required	\$1,000.00 staff review fee plus, \$20.00 per 100 square feet of proposed office/institutional building area, \$25.00 per 100 square feet of industrial/warehouse building area, \$30.00 per 100 square foot of proposed commercial/retail building area. If project is associated with a Conditional Use or Conditional Zoning approval, an additional \$250.00 staff review shall apply to the project		2016
			Home Occupation Plan Review	\$90.00		1997
			EDD Site Plan	\$1,000.00 plus \$10.00 per square feet of proposed building area. If project is associated with a Conditional Use, Conditional Zoning, or Special Use Permit then an additional \$250.00 staff review fee shall apply		2011
			Signs - not associated with a site plan review or approval	\$25 + \$2/sq. ft.		2001
			Major (engineering modifications to the site plan, including major changes in site planning)	\$500.00		2001
			Minor (additions to or deletions from the site plan modification)	\$250.00		2001
			Administrative approvals, including one-year extensions to approved site plans	\$250.00		2001

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
			Miscellaneous			
			Review of Traffic Impact study associated with project	\$250.00 in addition to established project review fee, if any		2011
			Review fee for projects located within Major Transportation Corridor Overlay District	\$200.00 in addition to established project review fee, if any		2011
			Partial Width Right Of Way request	\$125.00 staff review fee, \$800.00 legal advertisement, \$30.00 sign posting, \$5.00 certified mailing fee for each individual parcel required to be notified of request		2011
			Vacation of rights-of-way/release of easements per vacation or release (includes advertising)	\$250.00 staff review fee, \$800.00 legal advertisement, \$30.00 sign posting, \$5.00 certified mailing fee for each individual parcel required to be notified of request		2011
			Payment-in-Lieu of Parkland Dedication			
			Community Park	\$422/lot		1996
			District Park	\$455/lot		1996
			Hire outside consultants	Cost + 15%		2001
			Land Use Plan Map	\$1.00		1989
			Airport Study	\$5.00		1989
			Water Resources Task Force	\$4.25		1989
			Street Study	No Charge		1989
			Road Map	\$2.00		1989
			Road Map (large)	\$6.00		1989
			Aerial Photos	\$1.00		1989
			Topo Maps	\$1.50		1989
			Other Maps	\$1.00		1989
			Inventory of Sites	\$3.50		1989
			Inventory of Natural/wildlife etc	\$10.00		1989

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
			Photo Copies (Small Area Plans, JPA Land Use Plan, and all other documents and reports)	\$0.10 per page duplexed B&W; \$0.50 per page duplexed Color		2011
			Master Recreation/Parks Plan	\$10.00		1989
			New Hope Corridor Plan	\$4.00		1996
			Historic Preservation Element	\$10.00		1996
			Flexible Development Standards	\$5.00		1996
			2030 Comprehensive Plan	\$25.00 B&W; \$125.00 Color		2011
			Unified Development Ordinance (UDO)	\$40.00 B&W; \$200.00 Color		2011
			Copy of Map 8.5 x 11	\$3.00; additional copy \$2.00		2011
			Copy of Map 11x17	\$5.00; additional copy \$3.00		2011
			Copy of Map 18x24	\$10.00		2011
			Copy of Map 24x32	\$15.00		2011
			Copy of Map 30x40	\$25.00		2011
			Custom Map 24x32 (Using Existing Data)	\$30.00		2011
			Custom Data/Map 24x32 (Creation of New Data)	\$30.00/hour		2011
			CD	\$10.00		2011

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
	Erosion Control Fees	Erosion Control Plan Review			
		Intense urban	\$507.00 per acre		2001
		Urban	\$272.00 per acre		2001
		Rural	\$158.00 per acre		2001
		Land Disturbing (Grading) Permits (2)			2019
		Intense Urban	\$1,241.00 per acre		2001
		Urban	\$646.00 per acre		2001
		Rural	\$310.00 per acre		2001
		Private Roads	\$155.00		1998
		Storm water Management Plans (3)	\$500 per SCM		2019
		Storm water Management Plan Review (LID) (4)	\$300.00		2019
		Conservation Area Document Review (5)	\$200 per area		2019
		Recurring 5th-Year SCM Inspection (6)	\$360 per SCM		2019
		Stream Origin and Intermittent/Perennial Determinations 1-2 determinations/site \$200 3-6 determinations/site \$500 7-9 determinations/site \$1000 10-12 determinations/site \$1200 13-16 determinations/site \$1500 17-19 determinations/site \$2000			2012
		Surface Water Identification (SWID) field work.			
	Inspection fees				
	Building	<i>Schedule A</i>			
		New Residential (1&2 family)	\$0.394/sq. ft. (all trades included)		2018
		Building	0.160/sq. ft. / \$110.00 Min		2018
		Electrical	0.074/sq. ft. / \$110.00 Min		2018
		Plumbing	0.074/sq. ft./ \$110.00		2018
		Mechanical	0.086/sq. ft. / \$110.00		2018
		Plan Review	0.0203/sq. ft. \$25.00 min. 12% surcharge for Hillsborough		2018
		<i>Schedule B</i>			
		Residential Renovations and Accessory Structures (1&2 family)	\$0.23 per square foot		2006
		Building	0.293/sq. ft.		2018

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
			Electrical	\$83.00		2018
			Plumbing	\$83.00		2018
			Mechanical	\$83.00		2018
			Plan Review	0.0203/sq. ft. \$25.00 min. 12% surcharge for Hillsborough		2018
			<i>Schedule C</i>			
			Mobile/Modular Homes			
			Singlewide			
			Building	\$110.00		2018
			Electrical	\$70.00		2018
			Plumbing	\$50.00		2018
			Mechanical	\$50.00		2018
			Doublewide			
			Building	\$166.00		2018
			Electrical	\$70.00		2018
			Plumbing	\$50.00		2018
			Mechanical	\$50.00		2018
			Triplewide			
			Building	\$193.00		2018
			Electrical	\$70.00		2018
			Plumbing	\$70.00		2018
			Mechanical	\$70.00		2014

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
			Quadwide			
			Building	\$221.00		2018
			Electrical	\$70.00		2018
			Plumbing	\$70.00		2018
			Mechanical	\$70.00		2018
			<i>Schedule D</i>			
			New Commercial-per square foot			
			Residential (apartments)			
			Building	\$0.242		2018
			Electrical	\$0.107		2018
			Plumbing	\$0.107		2018
			Mechanical	\$0.085		2018
			Storage			
			Building	\$0.085		2018
			Electrical	\$0.065		2018
			Plumbing	\$0.065		2018
			Mechanical	\$0.085		2018
			Assembly			
			Building	\$0.181		2018
			Electrical	\$0.098		2018
			Plumbing	\$0.098		2018
			Mechanical	\$0.085		2018

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
			Institutional			
			Building	\$0.337		2018
			Electrical	\$0.166		2018
			Plumbing	\$0.166		2018
			Mechanical	\$0.169		2018
			Business			
			Building	\$0.242		2018
			Electrical	\$0.115		2018
			Plumbing	\$0.115		2018
			Mechanical	\$0.108		2018
			Mercantile			
			Building	\$0.166		2018
			Electrical	\$0.082		2018
			Plumbing	\$0.082		2018
			Mechanical	\$0.074		2018
			Hazardous			
			Building	\$0.126		2018
			Electrical	\$0.053		2018
			Plumbing	\$0.053		2018
			Mechanical	\$0.074		2018
			Factory/Industrial			
			Building	\$0.126		2018
			Electrical	\$0.053		2018
			Plumbing	\$0.053		2018
			Mechanical	\$0.074		2018
			Educational			
			Building	\$0.242		2018
			Electrical	\$0.115		2018
			Plumbing	\$0.115		2018
			Mechanical	\$0.108		2018
			Utility and Miscellaneous/Shell Building			
			Building	\$0.085		
			Electrical	\$0.065		
			Plumbing	\$0.065		
			Mechanical	\$0.085		

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
			Commercial Plan Review	0.034 per square foot per project <5000 sq ft (\$150. minimum)		2018
				0.027 per square foot 5000-20,000 sq ft		2018
				0.021 per square foot 20,000-150,000 sq ft		2018
				0.013 per square foot >150,000 sq ft		2018
				(Additional 12% Town of Hillsborough)		2018
			Commercial Renovations and Alterations	Building \$165 + .349 per sf; Electrical \$110.00; Plumbing \$110.00; Mechanical \$110.00		2018
			<i>Schedule E</i>			
			Miscellaneous Bldg Inspections	<i>Commercial Residential</i>		
			Moving Building	\$165.00 \$110.00		2018
			Building Demolition	\$110.00 \$110.00		2018
			Change of Occupancy/Use	\$110.00		2018
			Swimming Pools	<i>Commercial Residential</i>		2018
			Commercial	\$110.00 \$110.00		2018
			Residential	\$110.00 \$110.00		2018
			Woodstove/Fireplace	<i>Commercial Residential</i>		2018
			Commercial	\$55.00 \$55.00		2018
			Residential	\$55.00 \$55.00		2018
			Prefabricated Utility Bldgs.			
			Commercial	Calculated under storage capacity		
			Residential	\$110.00		2018
			Signs	\$110.00		2018
			<i>Schedule F</i>			
			Miscellaneous Electrical	<i>Commercial Residential</i>		
	Electrical Inspections		Temporary Serv 60 amp	\$55.00 \$55.00		2018
			Temporary Serv 60A-100A	\$55.00 \$55.00		2018
			Sign Inspections	\$110.00 \$55.00		2018
			Gasoline Pumps	\$55.00		2018

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee		Manager Recommended Fee Change for FY 2020-21*	Last Revision
			Miscellaneous Inspections	\$110.00	\$110.00		2018
			<i>Schedule G</i>				
			Electrical Service Changes	<i>Commercial</i>	<i>Residential</i>		
			Single Phase				
			60-100A	\$110.00	\$110.00		2018
			125-200A	\$138.00	\$138.00		2018
			400A	\$165.00	\$165.00		2018
			Three Phase				
			150-200A	\$165.00	\$165.00		2018
			400 A	\$221.00	\$221.00		2018
			<i>Schedule H</i>	<i>Commercial and Residential</i>			
			Electrical Service	Single Phase	Three Phase		
			30-60A	\$55.00	\$138.00		2018
			70-100A	\$138.00	\$138.00		2018
			125A	\$165.00	\$165.00		2018
			150A	\$195.00	\$220.00		2018
			200A	\$200.00	\$250.00		2018
			300A	\$190.00	\$250.00		2018
			400A	\$250.00	\$330.00		2018
			600A	\$330.00	\$385.00		2018
			800A	\$385.00	\$525.00		2018
			1000A	\$525.00	\$690.00		2018
			1200A	\$690.00	\$775.00		2018
			1400A	\$745.00	\$995.00		2018
			1600A	\$775.00	\$1,325.00		2018
			Over 1600A	REMOVE	\$155/100A		2018

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
Plumbing fees	<i>Schedule I</i>			
	New Construction	Based on square footage, see schedule A and B		
		<i>Commercial Residential</i>		
	Water Heater Installation	\$110.00 \$110.00		2018
Mechanical Inspections	<i>Schedule J</i>			
	Residential Mechanical			
	Installation ea add'l system	\$55.00		2018
	Replacement of one system	\$165.00		2018
	<i>Schedule K</i>			
	Non-residential/ Commercial			
	Commercial Cooling			
	First unit	\$165.00		2018
	Each additional Unit	\$55.00		2018
	Replacement of System	\$165.00		2018
	Commercial Heating			
	First Unit	\$165.00		2018
	Each additional Unit	\$55.00		2018
	Replacement of System	\$165.00		2018
	Commercial Heat/Cool Combine			
	First Unit	\$165.00		2018
	Each additional Unit	\$55.00		2018
	Replacement of System	\$165.00		2018
	Commercial Ventilation/Exhaust			
	One System	\$165.00		2018
	Each additional	\$55.00		2018
	Hood fan comm. cooking equip	\$110.00		2018
	Commercial Cooking (one)	\$165.00		2018
	Each additional	\$58.00		2018
	Commercial Reinspection Fee	\$110.00		2018

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
	General		Refunds	\$42.50		
			Issue Certificate of Occupancy	\$16.00		2018
			Permit Renewal	\$55.00		2018
			Day Care Permits (existing building new occupancy)	\$110.00		2018
			Day Care Reinspection	\$110.00		2018
			Sprinkler system	\$221.00		2018
			Temporary Electrical Final Inspection-Residential	\$83.00		2018
			Temporary Electrical Final Inspection-Commercial	\$110.00		2018
			Fire Alarm system	\$220.00		2018
			Archive research (per project)	\$22.00		2018
			Grease trap installation	\$110.00		2018
		Commercial	Reinspection fee (no charge for 1st rejection per trade. All subsequent rejections will result in fee)	\$110.00		
		Residential	Reinspection fee (no charge for 1st rejection per trade. All subsequent rejections will result in fee)	\$110.00		2018
			Application Fee	\$50.00		2018
			Technology Fee	2%		2018
			Work started with no permits are charged double fees			1986

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
	Emergency Medical		Emergency Response			
	Emergency Management					
			Basis Life Support (Non-Emergency)	\$300.00		2005
			Basis Life Support (Emergency)	\$375.00		2011
			Advanced Life Support-1 (Non-Emergency)	\$400.00		2005
			Advanced Life Support-1 (Emergency)	\$475.00		2011
			Advanced Life Support -1 (Non-Transport)	\$150.00		2005
			Advanced Life Support -2 (Emergency)	\$575.00		2011
			Advanced Life Support -2 (Non-Transport)	\$225.00		2005
			EMS Franchise Application Fee	\$1,275.00		2011
			EMS Franchise Compliance Fee	\$300.00		2011
			EMS Franchise Renewal Fee	\$150.00		2011
			Mileage	7.50/mile		2005
			Special Event Coverage			
			Additional EMT Standby	\$40.00/hour (3 hour minimum)		2007
			Paramedic Standby	\$55.00/hour (3 hour minimum)		2007
			Ambulance Standby w/ 2 EMTs	\$90.00/hour (3 hour minimum)		2005
			Ambulance Standby w/ 1 Paramedic and 1 EMT	\$100.00/hour (3 hour minimum)		2007
			Telecommunicator Standby	\$40.00/hour (3 hour minimum)		2005
			Clerical Staff Standby	\$20.00/hour (3 hour minimum)		2005
			EM Senior Officer Standby	\$40.00/hour (3 hour minimum)		2005
			EMS Physician Standby	\$85.00/hour (3 hour minimum)		2005
	Fire Marshal		Fire Inspections (by facility type)	See Appendix B		
			Assembly			1996
			Business			1996
			Church/Assembly			1996
			Daycare facility			1996
			Educational, private			1996
			Foster Care Home			1996
			Hazardous			1996
			Industrial			1996
			Institutional			1996
			Mercantile			1996
			Residential(Common Areas)			1996

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
			Storage			1996
			Fees below are to cover the cost of Mandatory and Optional Permits under the 2009 NC Fire Code (5310-435299), including staff hours to review plans, issue permits, and inspect locations			
			Amusement Buildings	\$50.00		2011
			Battery Systems	\$50.00		2011
			Carnivals & Fairs	\$50.00		2011
			Combustible Dust	\$50.00		2011
			Compressed Gas	\$50.00		2011
			Covered Mall Bldg	\$50.00		2011
			Cutting & Welding	\$50.00		2011
			Exhibit/Trade Show	\$50.00		2011
			Explosives/Blasting	\$100.00		2011
			30 day Renewal for Explosives/Blasting	\$50.00		2011
			Flammable/Combustible	\$50.00		2011
			Tank Install/Removal (9)	\$200.00		2019
			Tank Install/Removal per additional tank	\$25.00		2011
			Floor Finishing	\$50.00		2011
			Fumigation/Thermal Fog	\$50.00		2011

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
			Hazardous Materials	\$100.00		2011
			High-Piled Storage	\$50.00		2011
			Liquid Fuel Vehicle in Building	\$50.00		2011
			LP Gas	\$50.00		2011
			Open Burning	\$50.00		2011
			Open Flame/Torches	\$50.00		2011
			Open Flame/Candles	\$50.00		2011
			Places of Assembly	\$50.00		2011
			Private Fire Hydrant	\$50.00		2011
			Pyrotechnics/Fireworks	\$50.00		2011
			Pyroxylin Plastics	\$50.00		2011
			Refrigeration Equipment	\$50.00		2011
			Repair Garage/FCL Disp.	\$50.00		2011
			Rooftop Heliports	\$50.00		2011
			Spraying/Dipping	\$50.00		2011
			Scrap Tire Storage	\$50.00		2011
			Temp. Tents/Canopy (per) (9)	\$100.00		2019
			Tire-Rebuilding Plants	\$50.00		2011
			Waste Handling	\$50.00		2011
			Wood Products	\$50.00		2011
			Mulch Pile	\$50.00		2011
			Out of Service Exit/Emergency Light	\$50.00		2015
			Blocked Exit	\$250.00		2015
			Out of Service Fire Alarm System (9)	\$250.00; Followup visit non compliant \$500.00		2019
			Out of Service Sprinkler System (9)	\$250.00; Followup visit non compliant \$500.00		2019
			Out of Service Kitchen Suppression (9)	\$250.00; Followup visit non compliant \$500.00		2019
			Out of Service Clean Agent Suppression System	\$250.00; Followup visit non compliant \$500.00		2019
			Nuisance Fire Alarms	\$50.00		2015
			Stop Work Order Fine (9)	\$250.00		2019
			Failure to obtain proper permit (9)	\$500.00		2019
			Public Education & Orange County Facilities	\$ amount per square footage		2015
			Fees below are to cover the cost of Required Construction Permits under the 2009 NC Fire Code (5310-435299) including staff hours to review plans, issue permits, and inspect locations for compliance.			

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
			Auto Fire Extinguishing System	\$100.00		2011
			Fire Pump	\$100.00		2011
			Industrial Ovens	\$50.00		2011
			Spraying/Dipping (9)	\$100.00		2019
			Compressed Gas (9)	\$100.00		2019
			Flammable/Combustible	\$50.00		2011
			LP Gas	\$50.00		2011
			Standpipe Systems	\$100.00		2011
			Fire Alarm/Detect. Install	\$100.00		2011
			Hazardous Materials	\$50.00		2011
			Private Fire Hydrant	\$50.00		2011
			Tents/Membranes	\$50.00		2011
			Fire Extinguisher Class	\$20.00		2011
			Fit Testing	\$50.00		2011
			ABC Permit Inspections	Based on Square Foot		2011
			Hazardous Materials Mitigation	Fee Charged at Hourly Rate		2011

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program	Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
Sheriff				
	Out of State Officer Fee	\$100.00		2006
	Instate Officer	\$30.00		2012
	Gun Permits	\$5.00		1982
	Work Release	\$25.00		2012
	Report and Records Copies	\$2.00		1986
	Fingerprint Cards	\$20.00		2012
	Laminating	\$5.00		1986
	Concealed Weapons Permits	\$80.00 (\$35 state \$45 county)		2012
	Concealed Weapons Permits-Renewal	\$75.00		2012
	Federal Inmates	\$66.00		2012
	State Inmates	\$14.50 per day		
	Commission on executions	5% 1st \$500 and 2.5% on balance		1968
	Weekenders	\$25.00		2012
Animal Services				
Administration	Pet Tax-Sterilized Cats and Dogs	\$10.00		2010
	Pet Tax-Non Sterilized Cats and Dogs	\$30.00		2010
	Pet Tax-Dogs and Cats under 6 months of age	\$10.00		2012
	Pet Tax-Late Fee	\$5.00		2012
	Pet Tax-Sterilized Waiver for Seniors	\$0.00		2012
	6-Month Waiver of Pet Tax- Sterilized Foster Animals of Approved Rescue Groups	6-Month Waiver of Pet Tax- Sterilized Foster Animals of Approved Rescue Groups		2017
	Pet Tax-Sterilized Waiver for Citizens Receiving Public Assistance	Pet Tax-Sterilized Waiver for Residents Receiving Public Assistance including Homeless individuals-- \$0.00		2017
Animal Control	<i>Civil Penalties/Fines</i>			
	failure to vaccinate	\$200.00		2008
	failure to license	\$200.00		2008
	public nuisance violations	\$50,100,200,300,400.00		2008
	mistreatment	\$200.00		2008
	failure to wear rabies tag	\$50.00		2011
	Violating Vicious Animal Requirements	\$500.00		3/1/2016

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
			Declaring an Animal Vicious	\$100.00		3/1/2016
			Failure to Pay Civil Penalty (Generally)	\$100.00		7/1/2019
			Failure to Pay Civil Penalty for No Rabies Vacc	\$100.00		3/1/2016
			Public Nuisance Violation	\$100, \$200, \$400		3/1/2016
			Failure to Allow a Kennel Inspection	\$25.00		3/1/2016
			Violation of Restrictions for Display Wild Animal	\$250.00		3/1/2016
			Violation of Restrictions for Keeping Wild Anima	\$50.00		3/1/2016
			Inspections for Vicious Animals	\$50.00		2018
			Kennel Permits	\$100.00		2018

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
	Animal Shelter		<i>Adoption Fees</i>			
			Cat Adoption Fees	\$100.00	\$110.00	2017
			Kitten Adoption Fees (5 mo. and under)	\$110.00	\$130.00	2017
			Special Cat Adoption	\$55.00		2017
			Multiple Cat Adoption-Peak Season	\$0.00		2015
			Special Event Cat Adoption Fee	\$0.00 - \$110.00	\$0.00-\$130.00	2017
			Senior Citizen Cat Adoption Fee	\$25.00		2012
			Dog Adoption Fee	\$120.00	\$125.00	2017
			Puppy Adoption Fee (5 mo. and under)	\$135.00	\$175.00	2018
			Small Dog Adoption Fee	N/a	\$175.00	New
			Special Event Dog Adoption Fee	\$0.00 - \$135.00	\$0.00-\$175.00	2017
			Special Dog Adoption	\$65.00		2017
			Senior Citizen Dog Adoption Fee	\$30.00		2012
			Veterinary Exam (injuries and illnesses)	\$50.00		
			Care of Medical Condition (9)	\$25 - \$125		2019
			Daily Medication Administration	\$5.00		2012
			Replacement of Rabies Tag/Certificate	\$3.00		2012
			Boarding Fee for stray animals	\$12.00/day		2017

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
			Protective Custody Board Fee	Protective Custody Board Fee Including Homeless Individuals-Board Fee--\$0.00		2017
			Protective Custody Shelter Redemption Fee	Protective Custody Shelter Redemption Fee Including Homeless Individuals-Board Fee--		2017
			Boarding Fee for Euthanized Quarantine	\$0.00		2015
			Bite Quarantines	\$15.00 per day		2018
			Rabies Shots (shelter)	\$10.00		2007
			Rabies Shots (low-cost clinics)	\$10.00		2010
			Daily Board-cruelty/seizure/court hold	\$18.00		2017
			Small and Other Animals	Varies on Type of Animal (\$5 to \$250)		2011
			Placement Partner Sterilization	\$30.00 neuter, \$60.00 spay		2009
			Owner surrender for euthanasia	\$60.00		2018
			Large animal trailer transport	\$35.00		2010
			Field Surrenders	\$25.00		2017
			Redemption for Impoundment Sterilized	\$25, \$50, \$100, \$200		3/1/2016
			Redemption for Impoundment Reproductive	\$50, \$100, \$200, \$400		3/1/2016
			Out of County Animal Surrender Fee	\$100.00		2018
			Elective Microchip Fee	\$35 per Microchip		2017
			Sale of Goods - Cat Carriers	\$5.00		2014
			Livestock Daily Board Fee (Horses and other Large Animals)	\$25.00		2017

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
Health Department						
Environmental Health			Soil Analysis/Improvement Permit			
			Single Family Units <601 Gallons per day. Less than 2 acres	\$485.00		2018
			Single Family Units >600 Gallons per day	\$390 + \$85 per 600 GPD or fraction of additional WW flow >600 GPD		2015
			Non-domestic WW	Fee increases by 50% over the total permit fee of a comparably sized domestic WW system		2006
			Authorization to construct WW system			
			Single Family Units <600 Gallons per day. Less than 2 acres	\$360.00		2017
			Single Family Units >600 Gallons per day	\$290 + \$180 per 600 GPD or fraction of additional WW flow >600 GPD		2015
			Non-domestic WW	Double fee for comparably sized domestic WW system		2006
			Other Misc. Activities			
			Improvement Permit (lot w/existing home)	\$485.00		2017
			Permit Site Revision	\$175.00		2017
			Existing System Inspection(requiring a field visit)	\$175.00		2017
			Existing System Authorizations (Office authorization, no field visit required)	\$35.00		2017
			Mobile Home Park			
			1 to 25 spaces	\$175.00		2017
			26 to 50 spaces	\$240.00		2017
			51 and over spaces	\$310.00		2017
			MH Space Reinspection	\$95.00		2015
			Septic Tank Manufacturer Yard Inspection	\$345.00		2017
			Septic Tank Contractor Registration Fee - New contractor (one time)	\$280.00		2017
			Septic Tank Contractor Fee - Annual Renewal	\$40.00		2017
			Failed Inspection/Reinspection	\$45.00		2015
			Septic Tank Contractor Education Class Fee	\$50.00		2006
			WTMP			
			Initial inspection	\$175.00		2017
			Follow-up inspection	\$95.00		2015

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
			<i>Wells and Water Samples</i>			
			Well permits	\$595.00		2017
			Replacement Well Permit Refund (if original well abandoned within 30 days of construction)	-\$280.00		2015
			Permit Site Review Revisions (IP, CA, Well)	\$140.00		2015
		Microbiology				
			Total Cloiform P/A	\$75.00		2019
			Total Cloiform MPN	\$75.00		2019
			Fecal Coliform	\$75.00		2019
			Enterococcus, MPN	\$75.00		2019
			Iron Bacteria	\$75.00		2019
			Sulfur/Sulfate - Reducing	\$75.00		2019
			Pseudomonas-MTF or MPN	\$75.00		2019
			Heterotrophic Plate Count	\$75.00		2019
			<i>Requested by Medical Professional</i>			
			Total Coliform P/A	\$65.00		2016
			Nitrate/Nitrite	\$0.00		2016
			Full Inorganic Panel	\$100.00		2019
			Existing Well Full Well Panel	\$0.00		2016
			Pesticides	\$0.00		2016
			Herbicides	\$0.00		2016
			Petroleum Products	\$0.00		2016
			Volatile Organic Chemicals	\$0.00		2016
			Fluoride - Physician, Dentist request	\$0.00		2016
			Radon Air Sample Kit - Radon	\$20.00		2010

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
		Inorganic Chemistry			
		Full Inorganic Panel - <i>Only those referred by a physician will be \$0</i>	\$110.00		2015
		Hexavalent Chromium	\$100.00		2019
		Coal Ash Panel	\$100.00		2019
		Metals Panel	\$100.00		2016
		Individual Metals	\$85.00		2016
		Anions - F,Cl, Sulf	\$75.00		2019
		Disinfection By-products	\$75.00		2019
		Fluoride - Physician, Dentist request	\$75.00		2019
		Nitrate/Nitrite	\$75.00		2019
		Arsenic Speciation	\$75.00		2019
		Organic Chemistry			
		Pesticides - <i>Only those referred by a physician will be \$0</i>	\$150.00		2019
		Herbicides - <i>Only those referred by a physician will be \$0</i>	\$150.00		2019
		Petroleum Products - <i>Only those referred by a physician will be \$0</i>	\$150.00		2019
		Volatile Organic Chemicals - <i>Only those referred by a physician will be \$0</i>	\$150.00		2019
		New Well Full Well Panel - <i>Only those referred by a physician will be \$0</i>	included in well permit		1/1/2015
		Existing Well Full Well Panel - <i>Only those referred by a physician will be \$0</i>	\$150.00		2019
		Radon Air Sample Kit - Radon	\$20.00		2010

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
			<i>Tattoo Parlors</i>			
			Tattoo Artist Annual Permit fee	\$350.00		2019
			Temporary Tattoo Permit (<30days)	\$100.00		NEW
			<i>Swimming Pools</i>			
			Swimming Pool Inspection	\$310.00		2017
			Plan Review - Swimming Pools	\$400.00		2019
			Reinspection of Pool/Spa(8)	\$150.00		2018
			Annual/Year Round Pool/Spa Permit	\$400.00		2019
			<i>Food Service</i>			
			Plan review and permit fee - Temporary Food Establishment	\$75.00		2010
			Plan Review - Food Service Establishment	\$250.00		2010
			Shared Kitchen/Mobile Food Unit (9)	\$100.00		2018
			Reinspection of Food Service Establishment	\$50.00		2018
			Transitional Permit Plan Review	\$100.00		2018

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
	ADA Code				
Dental Health	D0120	Periodic Oral Evaluation	\$45.00		2013
	D0140	Limited Oral Evaluation	\$69.00		2013
	D0150	Comprehensive Oral Evaluation	\$80.00		2013
	D0170	Re-evaluation-limited, problem	\$65.00		2013
	D0210	Full Mouth Series w BWX	\$120.00		2013
	D0220	1st Intraoral PA Film	\$26.00		2013
	D0230	Additional PA Film	\$23.00		2013
	D0240	Intraoral Occulusal Film	\$38.00		2013
	D0270	BWX 1 Film	\$26.00		2013
	D0272	BWX 2 Films	\$41.00		2013
	D0273	Bitewings- thre films	\$51.00		2013
	D0274	BWX 4 Films	\$58.00		2013
	D0330	Panoramic Film	\$100.00		2013
	D0470	Study Models	\$104.00		2013
	D1110	Prophy/Adult age 13 and up	\$82.00		2013
	D1120	Prophy/Child under age 13	\$61.00		2013
	D1203	Fluoride Varnish (age 13&under)	\$33.00		2013
	D1204	Fluoride Varnish (age 13-20)	\$33.00		2013
	D1206	Topical Fluoride varnish;therapeutic application for moderate to high caries risk patients	\$39.00		2013
	D1351	Sealant/NEWLY ERUPTED TEETH	\$49.00		2013
	D1354	SDF-Interim Caries Arresting Medicament	\$49.00		2018
	D1510	Band & Loop/Quadrant Deliver 209/25	\$287.00		2013
	D1515	Fixed Bilateral Deliver 419/30	\$393.00		2013
	D1520	Space Maintainer-Removable, Unilateral	\$287.00		2018
	D1525	Space Maintainer-Removable, Bilateral	\$287.00		2018
	D1550	Recementation of Space Maintainer	\$57.00		2018
	D1555	Removal of Fixed Space Maintainer	\$25.00		2018
	D2140	Amal One Surface Prim/ Perm	\$130.00		2013
	D2150	Amal Two Surface Prim/ Perm	\$164.00		2013
	D2160	Amal Three Surface Prim/Perm	\$198.00		2013
	D2161	Amal Four Surface Prim/Perm	\$236.00		2013
	D2330	Resin One Surface Anterior	\$148.00		2013
	D2331	Resin Two Surface Anterior	\$183.00		2013

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
		D2332	Resin Three Surface Anterior	\$227.00	2013
		D2335	Resin Four Surface Anterior	\$288.00	2013
		D2390	Resin Comp. Crown Ant. Prim	\$414.00	2013
		D2391	Resin Comp. 1sur.Post-Prim/Perm	\$162.00	2013
		D2392	Resin Comp. 2sur.Post-Prim/Perm	\$212.00	2013
		D2393	Resin Comp. 3sur.Posterior Perm	\$261.00	2013
		D2394	Resin Comp.4+sur.Posterior Perm	\$314.00	2013
		D2920	Recement Crown NOT cov. by MA	\$100.00	2013
		D2930	SSC Primary Tooth	\$247.00	2013
		D2931	SSC Permanent Tooth	\$298.00	2013
		D2932	Prebacricated Resin Crown	\$323.00	2013
		D2934	Prefab.est.coat SSC prim. Tooth	\$327.00	2013
		D2940	Sedative Filling	\$113.00	2013
		D2951	Pin Retention/tooth	\$67.00	2012
		D3110	Pulp Cap-direct exp. Pulp MED	\$76.00	2013
		D3120	Pulp Cap-indirect nearly exposed	\$77.00	2013
		D3220	Pulpotomy	\$183.00	2013
		D3310	Root Canal Therapy Anterior	\$676.00	2013
		D3320	Root Canal Therapy Bicuspid	\$780.00	2013
		D3330	Root Canal Therapy Molar	\$943.00	2013
		D4320	Provisional Splinting, intracoronal	\$115.00	2017
		D4321	Provisional Splinting, extracoronal	\$115.00	2017
		D4341	Scale Root Planing 4> teeth p/q	\$231.00	2013
		D4342	Scale/Root Planing 1-3 teeth p/q	\$167.00	2013
		D4346	Scaling in presence of generalized moderate or severe gingival inflammation	\$95.00	2018
		D4355	Full mouth Debridement	\$168.00	2013
		D4910	Periodontal Maintenance	\$127.00	2013
		D5411	Adjust Complete Denture - lower	\$45.00	2018
		D6930	Recement Bridge	\$100.00	2018
		D7111	Ext. coranal remnants deciduous	\$122.00	2013
		D7140	Ext. Erupted Tooth Prim/Perm	\$162.00	2013

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
	D7210	Extraction Surgical - 100+	\$253.00		2013
	D7250	Extract Root Tip	\$253.00		2018
	D7286	Biopsy Oral Tissue	\$298.00		2013
	D7310	Alveoplasty extractions p/quadr.	\$270.00		2013
	D7311	Alveoplasty in conjunction with extraction 1-3 teeth per quadrant	\$273.00		2013
	D7320	Alveoplasty not in conjunction with extraction 4 or more tooth spaces per quadrant	\$404.00		2013
	D7321	Alveoplasty not in conjunction with extraction 1-3 tooth spaces per quadrant	\$384.00		2013
	D7510	I & D Minor Surgery	\$217.00		2013
	D9110	Palliative Treatment	\$115.00		2013
	D9310	Consultation	\$122.00		2013
	D9910	Application of Desensitizing Medicament	\$57.00		2013
	D9911	Application of Desensitizing Resin for cervical and/or root surface per tooth	\$70.00		2013
	D9940	Occlusal guard, by report minimize bruxism \$274/95 lab	\$549.00		2013
	D9941	Fabrication of Athletic Mouthguard	\$236.00		2013
	D9951	Occusal Adjustment Limited	\$166.00		2013
	D9999	Fractured Tooth Txt.	\$70.00		2013
	MED	Band & Loop/Quadrant Impress	\$0.00		2013
	MED	Fixed Bilateral Impress	\$0.00		2013
	D0145	Oral evaluation for a patient under 3 years of age and counseling with primary caregiver	\$61.00		2015
	D1352	Reapplication of sealant	\$49.00		2015
		Flat Fee Fabrication of Athletic Moutguard Projects	\$17.00		2009
		Boil and Bite Mouthguards (students with braces)	\$5.00		2007
		Minimum charge for dental visit	Sliding fee recommendation is to discontinue the \$30 per preventative visit and \$30 per procedure fee. Recommending to slide to 20% with a minimum of \$30 per visit.		2013

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
	CPT Code				
Personal Health	10060	Drainage of Skin Abscess	\$117.00		2009
	10061	Drainage of Skin Abscess	\$200.00		2009
	10080	Drainage of Pilonidal Cyst	\$195.00		2009
	10120	Remove Foreign Body	\$133.00		2009
	10140	Drainage of Hematoma/Fluid	\$147.00		2009
	10160	Puncture Drainage of Lesion	\$94.00		2008
	11000	Debride Infected Skin	\$56.00		2009
	11055	Paring of corn/callus (1 lesion)	\$46.00		2009
	11200	Remove Skin Tags	\$89.00		2007
	11719	Trim Nail(s)	\$22.00		2008
	11720	Debride Nail 1-5	\$33.00		2008
	11730	Avulsion of Nail Plate	\$97.00		2011
	11740	Drain Blood from Under Nail	\$56.00		2009
	11981	Insertion, non-biodegradable drug	\$250.00		2012
	11982	Removal, non-biodegradable drug	\$154.00		2009
	11983	Removal, with reinsertion, non-biodegradable drug	\$234.00		2009
	12001	Repair Superficial Wound(s) 2.5cm or less	\$171.00		2008
	12002	Repair Superficial Wound(s) 2.6-7.5cm	\$184.00		2009
	16000	Initial Burn(s) Treatment	\$84.00		2009
	16020	Dsg and/or debridement, small	\$97.00		2009
	17000	Destroy Benign/Premal Lesion	\$72.00		2009
	17003	Destroy Lesions, 2-14	\$18.00		2009
	17110	Destruct Lesion(s), 1-14	\$109.00		2009
	17250	Chem. Caut of granulation tissue	\$79.00		2009
	20550	Inject Single Tendon-Ligament-Cyst	\$72.00		2009
	20551	Inject Single Tendon Orgin ? Insertion	\$67.00		2009
	20552	Inject Single-Multi Trigger Pts, 1-2 Muscles	\$67.00		2008
	20553	Inject Single-Multi Trigger Pts, 3+ Muscles	\$78.00		2009
	20600	Drain/Inject, Small Joint or Bursa	\$67.00		2008
	20605	Drain/Inject, Intermediate Joint or Bursa	\$72.00		2007
	20610	Drain/Inject, Major Joint or Bursa	\$84.00		2009
	26010	Drain Finger Abscess, Simple	\$329.00		2009
	29130	Apply Finger Splint, Static	\$44.00		2009

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
		30300	Remove foreign body intranasal	\$244.00	2009
		30901	Control Nosebleed	\$123.00	2009
		36415	Lab: Venipuncture	\$18.00	2009
	Self Pay Only	36415LU	Lab: Venipuncture (Minimum Fee for Primary Care Labs Only) (OCHD Lab)	\$15.00	2016
		36416	Capillary Puncture	\$15.00	2012
		46083	Incise External Hemorrhoids	\$184.00	2009
		46600	Diagnostic Anoscopy	\$100.00	2009
		51701	Insertion of non-dwelling bladder cath	\$94.00	2009
		54050	Destroy Lesion (Male)	\$315.00	2012
		54056	Destruction of Lesion (Male) Simple Cryosurgery	\$150.00	2018
		54060	Treatment of Lesion (Male)	\$155.00	2018
		54065	Destruction of Lesion (Male) Extensive	\$210.00	2018
		56405	Incision/Drainage of Vulva or Perineum	\$140.00	2009
		56420	Incision/Drainage of Gland Abscess	\$173.00	2009
		56501	Destroy Lesions (Female)	\$260.00	2012
		57170	Diaphragm Fit	\$95.00	2009
		57452	Colposcopy of the cervix (without biopsy)	\$160.00	2012
	Self Pay Only	57452LU	Minimum Fee - Colposcopy of the Cervix	\$32.00	NEW
		57454	Colposcopy of the cervix, with biopsy and endocervical curettage	\$208.00	2012
	Self Pay Only	57454LU	Minimum Fee - Colposcopy of the Cervix w/Biopsy and Endocervical Curettage	\$42.00	NEW
		57455	Colposcopy of the cervix, with biopsy	\$193.00	2012
	Self Pay Only	57455LU	Minimum Fee - Colposcopy of the Cervix w/Biopsy	\$39.00	NEW
		57456	Colposcopy of the cervix, with endocervical curettage	\$183.00	2012
	Self Pay Only	57456LU	Minimum Fee - Colposcopy of the Cervix w/Endocervical curettage	\$37.00	NEW
		58100	Endometrial Biopsy	\$85.88	2018
		58300	Insert Intrauterine Device (IUD)	\$160.00	2012
		58301	IUD Removal	\$200.00	2012
		59025	Fetal Non Stress	\$90.00	2012
		59425	Antepartum package 4-6 visits	\$1,900.44	2014
		59426	Antepartum package 7+ visits	\$3,408.75	2014
		59430	Postpartum care only	\$175.00	2012

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
		64435	Paracervical Block	\$176.00	2008
		65205	Remove Foreign Body from External Eye	\$67.00	2007
		69200	Remove Foreign Body from Outer Ear Canal	\$140.00	2006
		69210	Remove Ear Wax	\$67.00	2006
		76801-26	Ultrasound, Pregnant Uterus, Real Time with Image Documentation	\$0.00	New
		76801-TC	Ultrasound, Pregnant Uterus, Real Time with Image Documentation	\$0.00	New
		76801	Ultrasound, Pregnant Uterus, Real Time with Image Documentation	\$0.00	New
		76805-TC	Ultrasound, Pregnant Uterus, B-Scan and/or Real Time with Image Documentation	\$0.00	New
		76805	Ultrasound, Pregnant Uterus, B-Scan and/or Real Time with Image Documentation	\$0.00	New
		76817-26	Ultrasound, Pregnant Uterus, Real Time with Image Documentation, Transvaginal	\$0.00	New
		76817-TC	Ultrasound, Pregnant Uterus, Real Time with Image Documentation, Transvaginal	\$0.00	New
		76817	Ultrasound, Pregnant Uterus, Real Time with Image Documentation, Transvaginal	\$0.00	New
		76830	Ultrasound, Transvaginal	\$0.00	New
		80048	Metabolic Panel, Basic (UNC Lab)	\$10.44	2019
		80053	Comprehensive Metabolic Panel (UNC Lab)	\$13.04	2019
		80061	Lipid Panel (Fasting) - (UNC Lab)	\$16.53	2019
		80076	Hepatic Function Panel (UNC Lab)	\$9.08	2019
		80178	Lithium Level (UNC Lab)	\$8.16	2019
		80306	Urine Toxicology Screen (UNC Lab)	\$17.14	2019
		80307	Drug Test (UNC Lab)	\$64.65	2019
		81000	U/A (W/Micro) (UNC Lab)	\$4.02	2019
		81002	U/A (Dipstick Only) (OCHD Lab)	\$18.00	2019
		81025	Pregnancy Test (OCHD Lab)	\$15.00	2019
		82040	Albumin Serum (UNC Lab)	\$6.11	2019
		82043	Urine Microalbumin/Creatinine Ratio (UNC Lab)	\$7.14	2019
		82044	Urine Micro-Albumin (UNC Lab)	\$6.23	2019
		82105	Quad Screening (UNC Lab)	\$18.64	2019
		82150	Amylase (UNC Lab)	\$8.00	2019

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
		82239	Bile Acid Test (UNC Lab)	\$19.03		2019
		82247	Total Bilirubin (UNC Lab)	\$6.19		2019
		82248	Direct Bilirubin (UNC Lab)	\$5.57		2019
		82251	Neonatal Bilirubin (UNC Lab)	\$9.00		2018

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
	82270	Hemocult (UNC Lab)	\$4.38		2019
	82274	Fecal Immunochemical Test (UNC Lab)	\$19.64		2019
	82306	Vitamin D 25 (UNC Lab)	\$32.89		2019
	82310	Ca (UNC Lab)	\$6.37		2019
	82374	CO2 (UNC Lab)	\$6.03		2019
	82435	CL (UNC Lab)	\$5.68		2019
	82465	Total Cholesterol (UNC Lab)	\$5.37		2019
	82550	Assay of CK (UNC Lab)	\$22.28		2019
	82565	CREAT (UNC Lab)	\$6.33		2019
	82570	24 Hour Urine Creatinine (UNC Lab)	\$6.39		2019
	82607	B12 (UNC Lab)	\$16.75		2019
	82677	Assay of Estriol (UNC Lab)	\$26.87		2019
	82728	Ferritin (UNC Lab)	\$15.15		2019
	82746	Folate (UNC Lab)	\$16.34		2019
	82772	Fecal occult blood, single spec. (UNC Lab)	\$10.00		2006
	82784	Iga (UNC Lab)	\$10.34		2019

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
	82947	GLU (UNC Lab)	\$4.85		2019
	82952	GTT 3 HR (OCHD Lab)	\$25.00		2018
	82977	GTT (OCHD Lab)	\$11.00		2018
	83001	FSH (UNC Lab)	\$20.65		2019
	83002	Luteinizing Hormone (UNC Lab)	\$22.86		2019
	83020	Hemo. Elect (UNC Lab)	\$14.30		2019
	83036	Hemoglobin A1C (OCHD Lab)	\$21.00		2006
	83516	Ttg (UNC Lab)	\$14.24		2019
	83540	Iron Profile (FE): IBC (UNC Lab)	\$7.19		2019
	83615	LDH (UNC Lab)	\$6.71		2019
	83655	Blood Lead (UNC Lab)	\$14.95		2019
	83690	Lipase (UNC Lab)	\$7.65		2019
	83718	Lipid Panel (Non-Fasting) HDL (UNC Lab)	\$10.12		2019
	83721	LDL (UNC Lab)	\$11.78		2019
	84080	ALK PHOS (UNC Lab)	\$16.43		2019
	84132	K (UNC Lab)	\$5.68		2019
	84146	Prolactin (UNC Lab)	\$21.53		2019

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
	84153	PSA Screen (UNC Lab)	\$20.44		2019
	84153	PSA Diagnostic (UNC Lab)	\$20.44		2019
	84155	TP-Serum (UNC Lab)	\$4.53		2019
	84156	TP-Urine (UNC Lab)	\$4.07		2019
	84295	NA (UNC Lab)	\$5.94		2019
	84436	Thyroxine (T4) - (UNC Lab)	\$7.63		2019
	84439	T4 - Thyroid (UNC Lab)	\$10.02		2019
	84443	TSH (UNC Lab)	\$20.75		2019
	84450	SGOT, AST (UNC Lab)	\$6.39		2019
	84460	SGPT, ALT (UNC Lab)	\$6.54		2019
	84466	Iron Profile/Tranferrin: % Saturation (UNC Lab)	\$14.18		2019
	84478	TRIG (UNC Lab)	\$7.09		2019
	84479	T3U (UNC Lab)	\$7.18		2019
	84480	T3 - Total (UNC Lab)	\$15.75		2019
	84481	T3 - Free (UNC Lab)	\$18.82		2019
	84520	BUN (UNC Lab)	\$4.88		2019
	84550	Uric Acid (UNC Lab)	\$5.58		2019
	84702	QUANT HCG/Serum (UNC Lab)	\$16.73		2019
	85014	Hematocrit (UNC Lab)	\$2.93		2019
	85018	Hemoglobin (OCHD Lab)	\$11.00		2009
	85025	CBC with Diff (UNC Lab)	\$8.63		2019
	85027	CBC w/o Diff (UNC Lab)	\$7.18		2019
	85046	Reticyte/hgb concentrate (UNC Lab)	\$6.19		2019
	85611	Prothrombin Time (UNC Lab)	\$4.38		2019
	85651	SED Rate (UNC Lab)	\$4.27		2019

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
	85660	Sickle Cell (UNC Lab)	\$6.12		2019
	86038	ANA (anti-nuclear antibody) titer (UNC Lab)	\$13.43		2019
	86039	Confirmation, if ANA+ (UNC Lab)	\$12.40		2019
	86308	MONO Spot (UNC Lab)	\$6.39		2019
	86336	Inhibin a (UNC Lab)	\$17.32		2019
	86403	Particle agglut antibody screen (UNC Lab)	\$11.54		2019
	86430	RA Factors - Qual (UNC Lab)	\$6.30		2019
	86431	RA Factors - Quan (UNC Lab)	\$6.30		2019
	86480	TB Blood Test (UNC Lab)	\$68.87		2019
	86580	PPD (OCHD Lab)	\$17.00		2012
	86592	Syphilis Qualitative (UNC Lab)	\$4.75		2019
	86593	Syphilis Quantative (UNC Lab)	\$4.89		2019
	86677	H. Pyloric (UNC Lab)	\$16.85		2019
	86694	Herpes Simplex IGM AB (UNC Lab)	Delete fee		2015
	86695	Herpes Simplex Antibodies Type 1 (UNC Lab)	\$14.65		2019
	86696	Herpes Simplex Antibodies Type 2 (UNC Lab)	\$21.51		2019
	86704	Hep B Core Antibody Total (UNC Lab)	\$13.39		2019
	86705	Hep B Core Antibody Igm (UNC Lab)	\$13.08		2019
	86706	Hepatitis B Surface Antibody (UNC Lab)	\$11.93		2019
	86709	Hepatitis A Antibody (UNC Lab)	\$12.51		2019
	86735	Mumps Virus AB IGG (UNC Lab)	\$14.50		2019
	86765	Measles Antibodies (UNC Lab)	\$14.31		2019

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
	86757	RMSF (Convalescent) (UNC Lab)	\$21.51		2019
	86762	Rubella (UNC Lab)	\$15.99		2019
	86765	Rubeola (measles) AB IGG (UNC Lab)	\$17.58		2015
	86787	Varicella Immune Status Test (UNC Lab)	\$14.31		2019
	86790	Rabies Titer (UNC Lab)	\$14.31		2019
	86803	Hep C Antibody (UNC Lab)	\$17.61		2019
	86804	Hepatitis C RIBA (UNC Lab)	\$17.21		2019
	86850	Antibody Identification (UNC Lab)	\$9.77		2019
	86900	ABO Group (UNC Lab)	\$3.32		2019
	86901	RH Type (UNC Lab)	\$3.32		2019
	87070	Other Bacterial Culture (UNC Lab)	\$9.57		2019
	87077	Culture Aerobic Identify (UNC Lab)	\$9.97		2019
	87081	Culture Screen Only (UNC Lab)	\$7.36		2019
	87086	Urine Culture (UNC Lab)	\$8.97		2019
	87101	Culture, Fungal Dermatology Screen (UNC Lab)	\$8.56		2019
	87166	Sputums (UNC Lab)	\$12.56		2019
	87177	Ova/Parasite Stool Screen (UNC Lab)	\$9.89		2019
	87184	Microbe Susceptible Disk (UNC Lab)	\$7.66		2019
	87205	STAT Male Smear (UNC Lab)	\$4.75		2019

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
		87206 Fungal Direct Test (FDIR) (UNC Lab)	\$5.99		2019
		87210 Wet Prep (OCHD Lab)	\$18.00		2009
		87220 Skin KOH (UNC Lab)	\$4.75		2019
		87255 Herpes Simplex Culture (UNC Lab)	Delete fee		2019
		87269 Parasitology Test #9807-Giardia (UNC Lab)	\$13.61		2019
		87272 Parasitology Test #9807-Cryptosporidium (UNC Lab)	\$13.32		2019
		87340 HBsAG (UNC Lab)	\$11.48		2019
		87341 Hep B Surface Ag Eia (UNC Lab)	\$11.48		2019
		87389 HIV-1 Ag with HIV-1 and HIV-2 AB (UNC Lab)	\$29.73		2019
		87420 RSV Antigen Screen (UNC Lab)	\$13.91		2019
		87491 GC NAAT -Bill Together with 87591 (Durham Co.	\$38.99		2019
		87502 Influenza Test (UNC Lab)	\$105.06		2019
		87506 Microbiology Stool (GI Panel (UNC Lab)	\$262.99		2019
		87522 Hep C Viral (UNC Lab)	\$47.60		2019
		87529 HSV 1 & 2 PCR (UNC Lab)	\$38.99		2019
		87591 GC NAAT - Bill Together with 87491(Durham Co.	\$38.99		2019
		87624 Pap HPV (Wake Med Lab)	\$38.99		2019
		87800 Detection Test for Multiple Organisms (UNC Lab)	\$44.57		2019
		87802 Strep B (UNC Lab)	\$13.32		2019
		87804 Influenza A & B (UNC Lab)	\$16.55		2019
		87880 Strep A (UNC Lab)	\$16.53		2019
		87902 Hep C Genotype (UNC Lab)	\$286.05		2019
		88141 Pap Smear with Dr. Interpretation (Wake Med Lab)	\$80.00		2016
		88175 Pap Thin Prep (Wake Med Lab)	\$29.44		2019
		90470 Administration of H1N1 Vaccine	\$18.00		2010
		90471 Admin Fee (1 vaccine)	\$18.00		2012
		90472 Admin Fee (2+ vaccines)	\$18.00		2012
		90473 Immunization Adm. - Intranasal/Oral	\$13.71		2014
		90474 Immunization Adm. - Intranasal/Oral Additional	\$13.71		2014
		90620 Meningococcal recombinant protein and outer membrane vesicle vaccine, serogroup B (MenB-4C), 2 dose schedule - BEXSERO	\$195.50		2019
	Medicaid only	90620SL Meningococcal recombinant protein and outer membrane vesicle vaccine, serogroup B (MenB-4C), 2 dose schedule - BEXSERO	\$0.00		2019

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
		90621 Meningococcal recombinant lipoprotein vaccine, serogroup B, 2 or 3 dose schedule - TRUMENBA	\$161.00		2019
	Medicaid only	90621SL Meningococcal recombinant lipoprotein vaccine, serogroup B, 2 or 3 dose schedule - TRUMENBA	\$0.00		2019
		90632 Hepatitis A vaccine, adult dose - HAVRIX	\$79.00		2019
	Medicaid only	90632SL Hepatitis A vaccine, adult dose - HAVRIX	\$0.00		2019
		90633 Hepatitis A vaccine, pediatric/adolescent dose, 2 dose - HAVRIX	\$37.00		2019
	Medicaid only	90633SL Hepatitis A vaccine, pediatric/adolescent dose, 2 dose - HAVRIX	\$0.00		2019
		90636 Hepatitis A and Hepatitis B recombinant vaccine, 3 doses - TWINRIX	\$117.00		2019
	Medicaid only	90636SL Hepatitis A and Hepatitis B recombinant vaccine, 3 doses - TWINRIX	\$0.00		2019
		90647 Hemophilus Influenzae B vaccine (Hib), PRP-OMP conjugate, 3 dose - PedVaxHIB	\$40.00		2018
	Medicaid only	90647SL Hemophilus Influenzae B vaccine (Hib), PRP-OMP conjugate, 3 dose - PedVaxHIB	\$0.00		2019
		90648 Hemophilus Influenzae B vaccine (Hib), PRP-T conjugate, 4 dose - ActHIB	\$26.00		2018
	Medicaid only	90648SL Hemophilus Influenzae B vaccine (Hib), PRP-T conjugate, 4 dose - ActHIB	\$0.00		2019
		90651 Human Papillomavirus vaccine types 6, 11, 16, 18, 31, 33, 45, 52, 58, nonavalent (HPV), 2 or 3 dose - GARDASIL 9	\$225.00		2019
	Medicaid only	90651SL Human Papillomavirus vaccine types 6, 11, 16, 18, 31, 33, 45, 52, 58, nonavalent (HPV), 2 or 3 dose - GARDASIL 9	\$0.00		2019
		90662 Influenza vaccine (IIV3-HD), for 65 years of age and up - FLUZONE HIGH DOSE	\$53.00		2019
		90670 Pneumococcal conjugate vaccine, 13 valent (PCV13) - PREVNAR 13	\$217.00		2019
	Medicaid only	90670SL Pneumococcal conjugate vaccine, 13 valent (PCV13) - PREVNAR 13	\$0.00		2019
		90675 Rabies Vaccine - IMOVAX RABIES	\$357.00		2019

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
		90680	Rotavirus vaccine, pentavalent (RV5), 3 dose - ROTATEQ	\$113.00		2019
	Medicaid only	90680SL	Rotavirus vaccine, pentavalent (RV5), 3 dose - ROTATEQ	\$0.00		2019
		90681	Rotavirus vaccine, human, attenuated (RV1), live, oral, 2 dose - ROTARIX	\$138.00		2019
	Medicaid only	90681SL	Rotavirus vaccine, human, attenuated (RV1), live, oral, 2 dose - ROTARIX	\$0.00		2019

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
		90685	Influenza vaccine (IIV4), quadrivalent, preservative free, 6 to 35 months - FLUZONE PEDS	\$19.00		2019
	Medicaid only	90685SL	Influenza vaccine (IIV4), quadrivalent, preservative free, 6 to 35 months - FLUZONE PEDS	\$0.00		2019
		90686	Influenza vaccine (IIV4), quadrivalent, preservative free, 3 years and above - FLUZONE	\$18.00		2018
	Medicaid only	90686SL	Influenza vaccine (IIV4), quadrivalent, preservative free, 3 years and above - FLUZONE	\$0.00		2019
		90682	Influenza vaccine (RIV4), quadrivalent, preservative free, 18 year and above - FLUBLOK	\$53.00		2019
		90696	Diphtheria, tetanus toxoid, and acellular pertussis vaccine and inactivated poliovirus vaccine (DTaP-IPV), for 4 to 6 years of age - KINRIX	\$57.00		2019
	Medicaid only	90696SL	Diphtheria, tetanus toxoid, and acellular pertussis vaccine and inactivated poliovirus vaccine (DTaP-IPV), for 4 to 6 years of age - KINRIX	\$0.00		2019
		90696	Diphtheria, tetanus toxoid, and acellular pertussis vaccine and inactivated poliovirus vaccine (DTaP-IPV), for 4 to 6 years of age - QUADRACEL	\$59.00		2019
	Medicaid only	90696SL	Diphtheria, tetanus toxoid, and acellular pertussis vaccine and inactivated poliovirus vaccine (DTaP-IPV), for 4 to 6 years of age - QUADRACEL	\$0.00		2019
		90698	Diphtheria, tetanus toxoids, acellular pertussis vaccine, haemophilus influenza Type B, and inactivated poliovirus vaccine (DTaP-IPV/Hib) -	\$101.00		2019
	Medicaid only	90698SL	Diphtheria, tetanus toxoids, acellular pertussis vaccine, haemophilus influenza Type B, and inactivated poliovirus vaccine (DTaP-IPV/Hib) -	\$0.00		2019

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
		90700	Diphtheria, tetanus toxoids, and acellular pertussis vaccine (DTaP), for 7 years or younger - DAPTACEL		2019
	Medicaid only	90700SL	Diphtheria, tetanus toxoids, and acellular pertussis vaccine (DTaP), for 7 years or younger - DAPTACEL	\$0.00	2019
		90700	Diphtheria, tetanus toxoids, and acellular pertussis vaccine (DTaP), for 7 years or younger - INFANRIX	\$32.00	2018
	Medicaid only	90700SL	Diphtheria, tetanus toxoids, and acellular pertussis vaccine (DTaP), for 7 years or younger - INFANRIX	\$0.00	2019
		90707	Measles, mumps, and rubella virus vaccine (MMR), live - M-M-R II	\$101.00	2019
	Medicaid only	90707SL	Measles, mumps, and rubella virus vaccine (MMR), live - M-M-R II	\$0.00	2019
		90710	Measles, mumps, and rubella AND varicella virus vaccine, live-PROQUAD	\$0.00	New
		90713	Poliovirus vaccine (IPV), inactivated - IPOL	\$34.00	2019
	Medicaid only	90713SL	Poliovirus vaccine (IPV), inactivated - IPOL	\$0.00	2019

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
	90714	Tetatus and diphteria toxoids (Td) adsorbed, preservative free, for 7 years or older - TENIVAC	\$35.00		2018
Medicaid only	90714SL	Tetatus and diphteria toxoids (Td) adsorbed, preservative free, for 7 years or older - TENIVAC	\$0.00		2019
	90715	Tetanus, diphteria toxoids and acellular pertussis vaccine (Tdap), for to 7 years or older - ADACEL	\$39.49		2018
Medicaid only	90715SL	Tetanus, diphteria toxoids and acellular pertussis vaccine (Tdap), for to 7 years or older - ADACEL	\$0.00		2019
	90716	Varicella virus vaccine (VAR), live - VARIVAX	\$177.00		2019
Medicaid only	90716SL	Varicella virus vaccine (VAR), live - VARIVAX	\$0.00		2019
	90723	Diphteria, tetanus toxoids, acellular pertussis vaccine, Hepatitis B, and inactivated poliovirus vaccine (DTaP-Hep B-IPV) - PEDIARIX	\$91.00		2018
Medicaid only	90723SL	Diphteria, tetanus toxoids, acellular pertussis vaccine, Hepatitis B, and inactivated poliovirus vaccine (DTaP-Hep B-IPV) - PEDIARIX	\$0.00		2019
	90732	Pneumococcal polysaccharide vaccine, 23-valent (PPSV23), adult or immunosuppressed patient dosage, when administered to 2 years or older - PNEUMOVAX 23	\$107.00	\$115.00	2019
Medicaid only	90732SL	Pneumococcal polysaccharide vaccine, 23-valent (PPSV23), adult or immunosuppressed patient dosage, when administered to 2 years or older - PNEUMOVAX 23	\$0.00		2019
	90734	Meningococcal conjugate vaccine, serogroups A,C,Y and W-135 quad (MenACWY or MCV4) - MENVEO	\$119.00		2019
Medicaid only	90734SL	Meningococcal conjugate vaccine, serogroups A,C,Y and W-135 quad (MenACWY or MCV4) - MENVEO	\$0.00		2019
	90734	Meningococcal conjugate vaccine, serogroups A,C,Y and W-135 quad (MenACWY or MCV4) - MENACTRA	\$127.00		2018
Medicaid only	90734SL	Meningococcal conjugate vaccine, serogroups A,C,Y and W-135 quad (MenACWY or MCV4) - MENACTRA	\$0.00		2019

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
	90744	Hepatitis B vaccine (Hep B), pediatric/adolescent dosage, 3 dose - ENGERIX PEDS	\$30.00		2018
Medicaid only	90744SL	Hepatitis B vaccine (Hep B), pediatric/adolescent dosage, 3 dose - ENGERIX PEDS	\$0.00		2019
	90744	Hepatitis B vaccine (Hep B), pediatric/adolescent dosage, 3 dose - RECOMBIVAX HB PEDS	\$25.00		2019
Medicaid only	90744SL	Hepatitis B vaccine (Hep B), pediatric/adolescent dosage, 3 dose - RECOMBIVAX HB PEDS	\$0.00		2019
	90746	Hepatitis B vaccine (Hep B), adult dosage - ENGERIX-B	\$67.00		2019
Medicaid only	90746SL	Hepatitis B vaccine (Hep B), adult dosage - ENGERIX-B	\$0.00		2019
	90739	Hepatitis B vaccine (Hep B), adult dosage, 2 dose - HEPLISAV	\$132.00		2019
	90739SL	Hepatitis B vaccine (Hep B), adult dosage, 2 dose - HEPLISAV	\$0.00		2019
	90750	Zoster Vaccine recombinant, adjuvanted, 50 years or older - SHINGRIX	\$166.00		2019
Medicaid only	90750SL	Zoster Vaccine recombinant, adjuvanted, 50 years or older - SHINGRIX	\$0.00		2019
	90772	Therapeutic prophylactic/diagnostic injection	\$23.00		2008
	90846	Psychotherapy, Family, w/o Patient	\$95.00		2009
	90847	Psychotherapy, Family, (Conjoint) W/Pt Present	\$115.00		2009
	90853	Psychotherapy, Group	\$32.00		2009
	92551	Audiometry	\$18.00		2008
	92587	OAE (Limited)	\$100.00		2012
	93000	Electrocardiogram, Complete	\$33.00		2009
	93005	Electrocardiogram, Tracing Only	\$22.00		2009
	94150	Peak Flow	\$3.25		2018
	94640	Airway Inhalation Treatment	\$22.00		2009
	94664	Aerosol Inhalation Treatment - Teaching	\$22.00		2009
	94760	Pulse Oxygen	\$8.00		2009
	96110	Developmental Test	\$23.00		2012
	96125	ASQ - Developmental	\$78.38		2018
	96127	Social-emotional Screens	\$6.00		2017
	96152	Health & Behavior Intervention	\$55.00		2015

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
		96160	Adolescent Risk & Strength Screening	\$9.20	2017
		96161	Maternal Depression Screening	\$9.20	2017
		96372	Ther/Proph/Diag inj/SC/IM	\$60.00	2012
		97802	Medical Nutrition Therapy/Initial 15 min. Unit	\$34.00	2015
		97803	Medical Nutrition Therapy/Re-Assess 15 min. Unit	\$34.00	2016
		97804	Medical Nutrition Therapy-Group (2 or more)	\$15.00	2011
		97804ud	MDPP Fee	\$25.00	2017
		99000	Lab: Handling Fee	\$11.00	2009
		99070	Special Supplies	\$18.00	2009
		99080	Screening Form Completion	\$0.00	2018
		99173	Vision	\$7.00	2009
		99175	Induction of Vomiting	\$67.00	2009
		99201	New Office/Outpt Tx Brief E&M	\$110.00	2009
		99202	New Office/Outpt Tx Expanded Prob Focused E&M	\$165.00	2009
		99203	New Office/Outpt Tx Detailed E&M	\$200.00	2009
		99204	New Office/Outpt Tx Moderate Complex E&M	\$335.00	2009
		99205	New Office/Outpt Tx High Complex E&M	\$405.00	2009
		99211	Estab Office/Outpt Tx Brief E&M	\$60.00	2012
Medicaid only	99211OB	Estab Office/Outpt Tx Brief E&M	\$0.00	Delete	2017
		99212	Estab Office/Outpt Tx Prob Focused E&M	\$100.00	2012
Medicaid only	99212OB	Estab Office/Outpt Tx Prob Focused E&M	\$0.00	Delete	2017
		99213	Estab Office/Outpt Tx Expanded Focused E&M	\$150.00	2012
Medicaid only	99213OB	Estab Office/Outpt Tx Expanded Focused E&M	\$0.00	Delete	2017
		99214	Estab Office/Outpt Tx Detailed E&M	\$225.00	2012
Medicaid only	99214OB	Estab Office/Outpt Tx Detailed E&M	\$0.00	Delete	2017
		99215	Estab Office/Outpt Tx Comprehensive E&M	\$305.00	2012
Medicaid only	99215OB	Estab Office/Outpt Tx Comprehensive E&M	\$0.00	Delete	2017
		99381	Preventive/New Pt < 1 yr.	\$255.00	2012
		99382	Preventive/New Pt 1-4 yrs.	\$270.00	2012
		99383	Preventive/New Pt 5-11 yrs.	\$275.00	2012
		99384	Preventive/New Pt 12-17 yrs.	\$235.00	2012
		99385	Preventive/New Pt 18-39 yrs.	\$235.00	2012
		99386	Preventive/New Pt 40-64 yrs.	\$267.00	2009
		99387	Preventive/New Pt 65+ yrs.	\$242.00	2008
		99391	Preventive/Estab Pt < 1 yr.	\$225.00	2012

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
	99392	Preventive/Estab Pt 1-4 yrs.	\$225.00		2012
	99393	Preventive/Estab Pt 5-11 yrs.	\$200.00		2012
	99394	Preventive/Estab Pt 12-17 yrs.	\$205.00		2012
	99395	Preventive/Estab Pt 18-39 yrs.	\$225.00		2012
	99396	Preventive/Estab Pt 40-64 yrs.	\$220.00		2012
	99397	Preventive/Estab Pt 65+ yrs.	\$212.00		2004
	99406/G0436	Tobacco Use Cessation Counseling - (3-10 min)	\$13.00		2015
	99407/G0437	Tobacco Use Cessation Counseling - (10+ min)	\$32.00		2015
	99408/G0396	ETOH & Substance Abuse Screening (15-30 min)	\$35.00		2018
	99409/G0397	ETOH & Substance Abuse Screening (30+ min)	\$67.00		2018
	99499	DOT Physical	\$100.00		2019
	99501	Home Visit Postpartum	\$200.00		2015
	99502	Home Visit Newborn	\$200.00		2015
	D0145	Oral Evaluation <3 yrs with counseling	\$55.00		2012
	D1206	Topical Fluoride Appl	\$47.00		2012
	G0008	Admin. Influenza Vaccine - Medicare	\$18.00		2009
	G0009	Admin. Pneumococcal Vaccine - Medicare	\$18.00		2009
	G0010	Hep B. - Admin. - Medicare	\$18.00		2015

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
		2015	DSME Minimum Fee	\$20.00		2015
		G0108	DSME/DSMT Individual Assessment - Medicare	\$52.00		2015
		G0109	DSME/DSMT Group Class - Medicare	\$17.00		2015
		G0270	Additional MD requested MNT indiv - Medicare	\$25.00		2010
		G0271	Additional MD requested MNT group - Medicare	\$13.00		2010
		H0001	Alcohol and/or drug assessment	\$20.00		2015
		H0031	Mental health assessment, by non-physician	\$22.00		2015
		J0696	Ceftriaxone Sodium/Rocephin per 250mg	\$22.00		2008
		J1050	Medroxyprogesterone acetate, 1 mg (150 units)	\$0.17	\$0.23	2019
	Medicaid only	J1050ud	Medroxyprogesterone acetate, 1 mg (150 units)	\$0.17	\$0.23	2019
		J1200	Diphenhydramine HCL/Benadryl up to 50mg	\$6.00		2009
		J1725	Injection hydroxyprogesterone caproate, 1 mg (250 u	\$3.00		2015
		J2550	Promethazine _ mg	\$8.00		2009
		J2790	Rhogam Injection	\$88.00		2012
		J3420	B-12 Injection	\$6.00		2009
		J7300	Paragard IUD	\$237.54	\$251.56	2019
	Medicaid only	J7300ud	Paragard IUD	\$237.54	\$251.56	2019
		J7301	Skyla IUD	\$249.00		2019
	Medicaid only	J7301ud	Skyla IUD	\$249.00		2019
		J7297	Liletta IUD	\$50.00	\$66.67	2019
	Medicaid only	J7297ud	Liletta IUD	\$50.00	\$66.67	2019
		J7298	Mirena IUD	\$249.00		2019
	Medicaid only	J7298ud	Mirena IUD	\$249.00		2019
		J7303	Nuvaring (3 pack)	\$27.92	\$10.45	2017
		J7303ud	Nuvaring (3 pack)	\$27.92	\$10.45	New
		J7307	Nexplanon	\$399.00		2019
	Medicaid only	J7307ud	Nexplanon	\$399.00		2019
		Q2037	Fluvirin Vacc, 3 yrs & >, IM	\$31.00		2015
		Q2038	Fluzone Vacc, 3 yrs & >, IM	\$40.00		2015
	Medicaid only	S0280	PMH Risk Screening	\$50.00		2015
	Medicaid only	S0281	Postpartum Risk Screening	\$150.00		2015
	Self-Pay only	S4993	Oral Contraceptive Pills	\$5.00		2012
		S5000	Prescription Drug Dispensing	\$3.00		2012
		S9465	Diabetic management program, dietitian visit	\$35.00		2011
		S9470	Nutritional counseling, dietitian visit	\$35.00		2011
		T1002	RN Services up to 15 min.	\$21.00		2005

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
	S9442	Birth classes	8.69/ 1 hr block		2013
	S5001	Plan B/Ella Emergency Contraception	\$11.32	\$3.68	2019
	** UNC and State Lab Fees are established by reference lab and not by OCHD				
	<i>Miscellaneous</i>				
		<i>Regulatory Business License</i>			
		Practitioner License	\$0.00		2016
		Business/Owner License	\$75.00		1996
	<i>Social Services</i>				
		Adoption Intermediary Fee	\$300.00		2008

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
<i>Solid Waste - Enterprise Fund</i>						
			Solid Waste Programs Fee	\$142.00		2019
<i>Recycling</i>						
			Mulch Delivery - 20 yards	\$225.00		2017
			Mulch Delivery - 30 yards	\$300.00		2017
			Mulch Delivery - 40 yards	\$375.00		2017
			Bag of Premium Compost - 1 cubic foot	\$5.50		2017
<i>Sanitation</i>						
			6 Yard - Scheduled (10)	\$31.00		2019
			6 Yard - Unscheduled(10)	\$40.00		2019
			8 Yard - Scheduled (10)	\$33.00		2019
			8 Yard - Unscheduled (10)	\$40.00		2019
			30 Yard Week Rental and 1 pickup* (10)	\$245.00		2019
			30 Yard Additional Pickup* (10)	\$175.00		2019
			40 Yard Week Rental and 1 pickup* (10)	\$295.00		2019
			40 Yard Additional Pickup* (10)	\$220.00		2019
			* = <i>plus double tip fee for containmenated loads (not following OC RRMO)</i>			2019
						2013

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
Landfill		Construction & Demo	\$40.00/ton	\$42.00/ton	2012
		Clean Wood/Vegetative Waste	\$20.00/ton		2016
		Conventional Yard Waste Mulch	\$25.00/3cubic yard scoop		2012
		Decorative Red Mulch & Compost	\$30.00/one cubic yard scoop		2016
		Stumps & Land Clearing Waste	\$40.00/ton	\$42.00/ton	2012
		Disposal of Mobile Homes	\$200.00/unit		2010
		Tires (stockpiles tires/no state certification)	\$100.00/ton		1997
		Mulch Delivery Fee >10 Miles From Landfill	NEW	\$50.00	2020
		Mulch Delivery Fee >20 Miles From Landfill	NEW	\$75.00	2020
Environmental Support		Appliances (White Goods)	No charge		
		Scrap Metal	No charge		
		Cardboard	No charge		
		Regulated Recyclable Materials Facility	\$250.00/application		2002
		License of Haulers	\$25 per vehicle		2018
		Compost Bin (Yard)	\$50.00		2018
		Counter Top Compost Bin	\$5.00		2018
		Cart (Additional)	\$60.00		2018
		Regulated Recyclable Materials Permit-Carrboro	10% of assessed building permit fee		2002
		Regulated Material Permit-Town of Chapel Hill	8% of Applicable Building Permit Fees		2008
		Regulated Material Permit-Orange County	5% of Applicable Building Permit Fees		2008
Community Relations/Visitors Bureau					
		Occupancy Tax Rate	3% of gross receipts derived from rental of accommodations in the County		2008

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
Sportsplex (12)			Fitness Memberships			
			Individual	\$48.95/mo		2018
			Parent & Dependent	\$59.95/mo		2018
			Couple	\$74.95/mo		2018
			Family	\$84.95/mo		2018
			Student	\$32.95/mo		2018
			Platinum Individual	\$69.95/mo		2018
			Platinum Parent & Dependent	\$79.95/mo		2018
			Platinum Couple	\$89.95/mo		2018
			Platinum Family	\$99.95/mo		2018
			Senior Individual Resident (semi-platinum, incl. Pickleball/Basketball)	\$26/mo		2018
			Senior Individual Non Resident	\$39.95/mo		2018
			Senior Couple (semi-platinum, incl. Pickleball/Basketball)	\$36/mo		2018
			Senior Couple Non Resident	\$54.95/mo		2018
			Nursery Fee	\$5/mo		2018
			Fitness Walk-in	\$10.00		2018
			County Employee	\$12.25/mo		2018
			County Empl: Parent +Child	\$15.00/mo		2018
			County Empl:Couple/Parent +2 children	\$18.75/mo		2018
			County Empl:Family	\$21.25/mo		2018
			County Employee Platinum	\$17.50/mo		2018
			County Empl: Parent +Child Platinum	\$19.95/mo		2018
			County Empl:Couple/Parent +2 children Platinum	\$22.50/mo		2018
			County Empl:Family Platinum	\$24.95/mo		2018
			Note: Membership Discounts (Seniors:50%; OC Employees:75%; Hills/Chapel Hill empl: 30%; OC/Ch- Hill/Carb. School empl. 40%; NC Govt. empl/Military/Veterans/Clergy: 30%)			

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
		Kidsplex			
		Preschool			
		2/3 Year Old/ 2 days	Member 1,392/annual;155/mo		2018
			Non-Member \$1,638/annual\$182/mo		2018
		2/3 Year Old/ 3 days	Member \$2,079/annual;231/mo		2018
			Non-Member \$2,439/annual;\$271/mo		2018
		2/3 Year Old/5days	Member \$3,582/annual;398/mo		2018
			Non-Member \$4,212annual;\$468/mo		2018
		4/5 Year Old/2days	Member \$2,079annual;\$231/mo		2018
			Non-Member \$2,439annual/\$271/mo		2018
		4/5 Year Old/3days	Member \$2,871annual/\$319/mo		2018
			Non-Member \$3,376annual		2018
		4/5 Year Old/5 days	Member \$4,545annual/\$505/mo		2018
			Non-Member \$5,346annual		2018
		After School			2018
		3 Days	Member \$1,620/annual;\$192/mo		2018
			Non-Member \$2,025/annual;\$240/mo		2018
		4 Days	Member \$2,165/annual;\$250/mo		2018
			Non-Member \$2,710/annual;\$312/mo		2018
		5 Days	Member \$2,710/annual;\$310/mo		2018
			Non-Member \$3,390/annual;\$390/mo		2018
		Daily Flat Rate	\$25Member/\$30 Non-Member		2018
		Summer Camp	\$225/week		2016

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program		Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
		Pool			
		Public Swimming	Adult \$6/Child \$5/Senior \$4		2018
		Group Swim Admission	\$4.00/swimmer		2018
		Group Swim Lessons	Members:\$119/8class session		2018
			Non-Members:\$140/8class session		2018
		Swim Team	Members:\$100/mo-\$165/mo based on age		2018
			Non-Members:\$110/mo-\$180/mo based on age		2018
		Lane Rental	\$18.00/lane/hr		2018
		Swim Meet Facility Charge	\$1,250 half day/\$2,350 full day		2018
		Timing System	\$100/half day/\$200 full day		2018
		Baby Pool Drain and Seating	\$400/meet		2018
		Hospitality Room	\$200/meet		2018
		Ice Rink			
		Public Skating	Adult \$8.50/Child \$7.50/Skate Rental \$4.50		2018
		Group Ice Skate 20 (or more)	\$6.50/skater incl ice skate rental		2018
		Group Ice Skate 75 (or more)	\$5.50/skater incl ice skate rental		2018
		Ice Rental	\$350/hr. Prime times; \$325/hr Non-prime		2018
		Adult Hockey Leagues	\$352/per 16 game season		2018
		Learn to Skate School	\$168/ 8 class beginner;\$216/ 8 class advanced		2018
		Learn to Play Hockey	\$133.00/ 7 class session		2018
		Hockey Tots	\$66.50/ 7 class session		2018

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

Manager Recommended Fee Schedule - FY 2020-21

Department/Program			Description	Current Fee	Manager Recommended Fee Change for FY 2020-21*	Last Revision
			Field House			
			Member Soccer/Flag Football/Lacrosse	\$650 per team/per season		2018
			Non-Member Soccer/Flag Football/Lacrosse	\$800 per team/per season		2018
			Member Basketball/Volleyball	\$650 per team/per season		2018
			Non-Member Basketball/Volleyball	\$800 per team/per season		2018
			Senior Pickleball	Weekday daytime: Free for Members/Passmore		2018
			Open Pickleball Leagues (prime time)	\$3.00 per game/league fee tbd		2018
			Court Rental	\$70/hr for Residents/\$90/hr for Non Residents		2018
			Field Rental	\$80/hr for Residents/\$100/hr for Non Residents		2018

* Any fee changes will be included in this column;
a blank beside each fee means there is no fee change in FY 2020-21

FY 2020-21 Manager Recommended Fee Schedule
Footnotes

(1) Increase in special event demands
(2) Change in title to be consistent with UDO
(3) Stormwater Management Plan Review Fee of \$500 applicable "Per Primary Stormwater Control Measure (SCM)
(4) Stormwater Management Plan Review Fee as Low Impact Development (LID). Qualifying a project as LID satisfies our UDO Stormwater Management Requirements
(5) Conservation Area Document Review per each area to cover cost associated with increased expenses in plan/study approval and the subsequent follow up to ensure proper language and recordation.
(6) This requirement is specific to UDO Section 6.14.10©(4)(d)
(7) Remove fee, as this sort of development usually pays as Intense Urban Erosion Control Plan Review + Land Disturbing Permit Fees
(8) Remove fee, Efland Sewer System has been transferred to the City of Mebane
(9) Increase to reflect cost recovery
(10) Allows Solid Waste to Broaden this service to charge county buildings and commercial opportunities.

Policies

Appendix C

ORANGE COUNTY BOARD OF COMMISSIONERS DEBT MANAGEMENT POLICY

The County has long recognized the importance of proper long-range planning in order to meet capital improvement needs as they arise without experiencing dramatic impacts on operational cost and debt service. The following policy statements will provide guidance on the issuance of debt to help insure that the County maintains a sound debt position and that its credit quality is protected. In conjunction with the County's Capital Policies, these policy statements rationalize the decision making process, identify objectives for staff to implement, and demonstrate a commitment to long term financial planning objectives. In addition, this debt management policy will allow for an appropriate balance between the established debt parameters and providing flexibility to respond to unforeseen circumstances and new opportunities.

POLICY STATEMENTS

Purpose and Type of Debt

1. Incurrence of debt or long-term borrowing will only be used for the purpose of providing financing for capital projects to include, but not limited to:
 - a. Construction of new School and County facilities
 - b. Renovation and repair of existing School and County facilities
 - c. Acquisition of real property (land and/or buildings)
 - d. Construction or expansion of Public Utilities.
 - e. Providing funds for Affordable Housing Projects
 - f. Construction, acquisition and development of Parks
 - g. Purchase of major equipment

Debt issuance will not be used to finance current operations or normal maintenance.

2. The types of debt instruments to be used by the County include:
 - a. General Obligation Bonds
 - b. Bond Anticipation Notes
 - c. Installment Purchase Agreements (private placement)
 - d. Special Obligation Bonds (landfill only)
 - e. Certificates of Participation, when feasible
 - f. Revenue Bonds
3. All debt issued, including installment purchase methods, will be repaid within a period not to exceed the expected useful life of the improvements or equipment financed by the debt.
4. The County will not issue tax or revenue anticipation notes.

Purpose and Type of Debt (continued)

5. The County will not issue bond anticipation notes with maturities in excess of one year.
6. The County will strive to maximize the use of pay-as-you-go financing for capital improvements.

Issuance of Debt

7. The County will strive to issue bonds no more frequently than once in any fiscal year. The scheduling of bond sales and installment purchase decisions and the amount of bonds to be sold and installment financing to be sought will be determined each year by the County Commissioners. These decisions will be based upon the identified cash flow requirements for each project financed, market conditions, and other relevant factors. These factors will be ascertained from the school systems and County departments. If cash needs for bond projects are insignificant in any given year, the Board may choose not to issue bonds. Instead, the Board may fund up front project costs and reimburse these costs when bonds are sold. In these situations the Board will adopt Reimbursement Resolutions prior to the expenditure of project funds.
8. The County will seek level or declining debt repayment schedules and will avoid issuing debt that provides for balloon principal payments reserved at the end of the term of the issue.
9. The County will avoid over-reliance on variable rate debt. Variable rate debt will only be considered when market conditions favor this type of issuance. When variable rate debt is considered, careful analysis will be performed and techniques applied that will ensure that the County's sound debt position will be maintained. At no time will variable rate debt exceed 20% of the County's total outstanding debt.
10. The County is required by Statute to issue general obligation debt through a competitive process. The competitive process will also be used for other debt issuance unless time factors, interest rates or other factors make it more favorable to the County to use a negotiated process.
11. In the planning process for debt issuance the County will assess the need to maintain its "Bank Qualification" if installment purchase financing is being considered.

Level of Debt

12. The County will maintain its net bonded debt at a level not to exceed three percent of the assessed valuation of taxable property within the County.
13. The County will strive to maintain its annual debt service costs at a level no greater than fifteen percent of general fund revenues, including installment purchase debt. This is a recommended “best practice” from the Government Finance Officers Association.

Advance Refunding of Debt

14. The County will make every effort to issue advance refunding bonds to achieve cost savings of at least 3% percent net of the refunding bonds. Net savings includes gross savings less issuance costs and any cash contributions to the refunding. The 3% savings is the minimum savings permissible before the North Carolina Local Government Commission will consider advance refunding bonds. These decisions will be based upon the maturity date of the refunded bonds, the call date and premium on the refunded bonds and the interest rates at which the refunding bonds can be issued.

Unassigned Fund Balance

15. The County will strive to maintain an unassigned balance in the general fund of 16% percent of budgeted general fund operating expenditures each fiscal year. The amount of unassigned fund balance maintained during each fiscal year should not fall below 8% percent of budgeted general fund operating expenditures as recommended by the North Carolina Local Government Commission.
16. To the extent that general fund unassigned fund balance exceeds 16% percent the balances may be utilized to fund capital expenditures or pay down outstanding County debt.

Investment of Capital Funds

17. Investment of capital funds will be performed in accordance with the North Carolina General Statutes (159-30). Funds will be invested in instruments that will provide the liquidity required to meet the cash flow needs of each project funded.

18. Investment earnings on capital funds, after subtracting required or potential arbitrage, will be used for project costs and/or debt service.

Bond Ratings

19. The County will maintain good communications with bond rating agencies regarding its financial condition and will follow a policy of full disclosure on every financial report and offering statement.
20. The County will strive to maintain bond ratings at or better than AAA (Fitch), Aaa (Moody's Investor Services) and AAA (Standard & Poor's).

Arbitrage Rebate and Secondary Market Disclosure Requirements

21. The County will comply with all arbitrage rebate requirements as established by the Internal Revenue Service and all secondary market disclosure requirements established by the Securities and Exchange Commission.
22. Arbitrage will be calculated at the end of each fiscal year and interest earned on investment of bond or installment purchase proceeds will be reserved to pay any penalties due.

Enterprise Funds

23. For any Enterprise Fund that is supporting debt, an annual rate study will be performed to ensure that fees or rates are sufficient to meet the debt service requirements.

Capital Reserve Funds

24. The County will create and maintain capital reserve funds as appropriate, such as for school and county projects.
25. The Capital Reserves will be funded from property tax revenues, sales tax revenues and/or any other revenue source that the County Commissioners may choose.
26. Funds accumulated in the Capital Reserve Funds will be used on a pay-as-you-go basis to finance renovations and repairs to existing buildings and the purchase of major equipment. The Board may also choose to fund other pay-as-you-go initiatives from Reserve Funds.

5-Year Capital Investment Plan (CIP)

- 27. The County will review and adopt a five-year CIP annually.
- 28. This Debt Management Policy will be incorporated into the CIP.
- 29. The County will strive to include plans for debt issuance within the CIP.

Rescission

This policy supersedes any policy in place prior to this date.

May 16, 2017

ORANGE COUNTY BOARD OF COMMISSIONERS INVESTMENT POLICY

SCOPE

This policy applies to all investments of Orange County (County) except authorized petty cash accounts and trust funds administered by the Financial Services Director. The County pools the cash resources of its various funds into a single fund in order to maximize investment opportunities. These funds are accounted for in the County's Comprehensive Annual Financial Report. Each fund's portion of total cash and investments is summarized by fund type in the combined balance sheet as equity or deficit in pooled cash and investments. This policy applies to all transactions involving the financial assets and related activity of all the various funds accounted for in the County's Comprehensive Annual Financial Report.

OBJECTIVES

Funds of the County will be invested in accordance with North Carolina General Statute 159-30 Cash Management and Investment Policy, and written administrative procedures. The County's investments shall be undertaken in a manner that (1) seeks to ensure the preservation of capital in the overall portfolio, (2) provides for sufficient liquidity to meet the cash needs of the County's various operations and (3) attains a fair market rate of return. Cash management functions will be conducted in such a manner as to insure that adequate funds will always be available to meet the County's financial obligations and to provide the maximum amount of funds available for investment at all times.

RESPONSIBILITY

In accordance with N.C. General Statutes, the Financial Services Director is charged with the responsibility of cash management and investment. The Financial Services Director is responsible for investment decisions and activities and shall develop and maintain written administrative procedures for the operation of the cash management and investment program, consistent with N.C. Statutes and these policies.

The standard of prudence to be used by the Financial Services Director shall be the "Prudent Investor" Rule, which states, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."

This standard of prudence shall be applied in the context of managing the overall portfolio. The Financial Services Director, acting in accordance with North Carolina General Statutes, this policy, and written administrative procedures and exercising due diligence shall be relieved of personal responsibility for an investment credit risk, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

ETHICS AND CONFLICTS OF INTEREST

To avoid the appearance of potential conflict of interest or favoritism to a particular bank or broker, the Financial Services Director or any delegate employee who has investment responsibilities, shall make full disclosure to the County Manager of any relationship or dealings with any financial institution that has business dealings with the County. This disclosure need not include normal banking or brokerage relationships that are at normal market rates and conditions available to the general public. Investment officials of banks and other institutions shall be familiar with N.C. General Statutes and County policy regarding gifts and favors and shall act accordingly.

STATUTORY AUTHORIZATION

The legal limitations of local government investments are defined in N.C.G.S. 159-30. Accordingly, the following classes of securities are indicative of the investments utilized by Orange County:

- A. Obligations of the United States or obligations fully guaranteed both as to principal and interest by the United States.
- B. Obligations of the Federal Financing Bank, the Federal Farm Credit Bank, the Bank for Cooperatives, the Federal Intermediate Credit Bank, the Federal Land Banks, the Federal Home Loan Banks, the Federal Home Loan Mortgage Corporation, the Federal National Mortgage Association, the Government National Mortgage Association, the Federal Housing Administration, the Farmers Home Administration and the U.S. Postal Service.
- C. Obligations of the State of North Carolina.
- D. Bonds and notes of any North Carolina local government or public authority, subject to such restrictions as the Secretary of the Local Government Commission may impose.
- E. Deposits at interest or purchase of certificates of deposit with any bank, savings and loan association or trust company in North Carolina, provided such deposits or certificates of deposit are fully collateralized.
- F. Prime quality commercial paper bearing the highest rating of at least one nationally recognized rating service and not bearing a rating below the highest (A1, P1, F1) by any nationally recognized rating service which rates the particular obligation.

G. Bankers' Acceptances provided that the accepting bank or its holding company is either (1) incorporated in the State of North Carolina or (2) has outstanding publicly held obligations bearing the highest rating of at least one nationally recognized rating service and not bearing a rating below the highest (Aaa or AAA) by any nationally recognized rating service which rates the particular obligations.

H. Participating shares in a mutual fund for local government investment (such as the N.C. Cash Management Trust) which is certified by the N.C. Local Government Commission.

ADMINISTRATIVE RESTRICTIONS

In addition to the previously noted limitations on appropriate securities, Orange County's investment activities are further restricted in the following manner:

A. It is the policy of Orange County to diversify its investment portfolio. Assets held shall be diversified to eliminate the risk of loss resulting from the over concentration of assets in a specific maturity, a specific issuer or a specific class of securities. Diversification shall be determined and revised periodically by the Investment Officer. Portfolio maturities shall be staggered to avoid undue concentration of assets in a specific maturity sector. Maturities selected shall provide for stability of income and reasonable liquidity.

B. Orange County recognizes that investment risks can result from issuer defaults, market price changes or various technical complications leading to temporary illiquidity. Portfolio diversification is employed as a way to minimize default risk. No individual investment transaction shall be undertaken that jeopardizes the capital position of the overall portfolio. In the event of a default by a specific issuer, the Financial Services Director shall review and, if appropriate, proceed to liquidate securities having comparable credit risks.

C. No investments in Repurchase Agreements shall be made unless the underlying collateral shall be placed in safekeeping in the trust department of a third-party designated by the County.

D. The combined total investment in commercial paper and bankers' acceptances shall not exceed thirty five percent (35%) of the total portfolio and the investment in commercial paper or bankers' acceptances of a single issuer shall not exceed (35%) of the total portfolio at the time of investment.

E. No investment shall be made in any security with a maturity greater than five (5) years from the date of purchase.

SELECTION OF SECURITIES

The Financial Services Director will determine which instruments shall be purchased and sold and the desired maturity date(s) that are in the best interest of the County. The selection of an instrument will involve the evaluation of, but not be limited to, the following factors:

- A. Cash flow projections and requirements.
- B. Current market conditions.
- C. Overall portfolio balance and makeup.

CUSTODY AND SAFEKEEPING OF SECURITIES

Orange County will maintain a third party safekeeping account for all investments (generally provided by the County's primary bank). Transactions should be processed on a delivery versus payment basis. Some securities, primarily certificates of deposit, will not be kept in the third party safekeeping account, but will be kept by the Financial Services Director in the vault of the Finance Services Department.

INTERNAL CONTROLS

The Financial Services Director is responsible for establishing a system of internal controls. These controls are designed to prevent losses of public funds arising from fraud, employee error, and misrepresentation by third parties or imprudent actions by County employees.

REPORTING

The Financial Services Director shall maintain a monthly investment report. The report shall include a general description of the portfolio in terms of investment securities, maturities, yields and other features. The report will show investment earnings for the month and fiscal year-to-date, including the annualized earned yield percentage for the portfolio. The report will compare actual investment earnings with budgeted earnings.

Approved April 5, 2011

Orange County Board of Commissioners Capital Funding Policy

Preamble

This capital funding policy is the product of extensive analysis and deliberation. The intent of this policy is to reflect greater priority than there has been historically on providing funding for County projects, with particular emphasis directed at enhanced upkeep of existing County facilities. The policy reflects the implementation of the Board of Commissioners' resolution of November 16, 2004 that the Board *"does hereby adopt in principle a policy of allocating a target of 60 percent of capital expenditures for school projects and 40 percent of capital expenditures for county projects over the decade beginning in calendar year 2005"*. This policy continues the County's principle and historical practice of funding all School and County related debt service obligations before allocating any other School or County capital funds for other purposes.

Long Range Capital Investment Plan

During January of each fiscal year, the County Manager shall present, to the Board, five-year County and School capital needs and funding plans in the form of a Capital Investment Plan. Each year, the Board of Commissioners shall conduct a public hearing on the Manager's Recommended CIP during March and subsequently adopt a five-year Capital Investment Plan (CIP) as part of the annual operating budget in June.

County and School recurring capital needs will be identified and reviewed during each annual operating budget cycle, and recurring capital appropriations will be approved by the Board of Commissioners as an element of each annual Orange County Budget Ordinance.

The five-year plan for long-range capital funding shall include anticipated County and School capital expenditures costing \$100,000 or more.

Sources of Funds

The County will allocate the following sources of funds for County and School debt service and long-range and recurring capital:

- All proceeds from the Article 40 and Article 42 half-cent sales taxes.
(The North Carolina General Statutes require that 30 percent of the Article 40 (NCGS§105-487(a)) and 60 percent of the Article 42 (NCGS§105-502(a)) sales tax revenue be earmarked for public school capital outlay as defined in NCGS§105-426(f) or to retire any indebtedness incurred by the county for these purposes)
- School Construction Impact Fees for each school system.
- Property tax revenue as needed and approved by the Board.
- The County will budget NC Education Lottery proceeds as the revenues are distributed by the State each quarter, once the revenues are identified for an individual school capital project and requested by each district.

Debt Service

All County and School related debt service obligations would be funded prior to allocation of programmed funding for any other capital purposes.

Orange County Schools' impact fees will be earmarked to pay for debt service on projects that involved the construction of new school space in the Orange County Schools system. Chapel Hill-Carrboro City Schools' impact fees will be earmarked to pay for debt service on projects that involved the construction of new school space in the Chapel Hill-Carrboro City Schools system. These expenditures will be tracked and verified by each district annually.

NC Education Lottery Proceeds

Each school district will have the option to dedicate its share of the annual NC Education Lottery monies to address school facility renovation needs or as additional revenue to the districts pay-as-you-go funding to address school facility renovation needs. Annually either district can request that the County dedicate Lottery proceeds to repay debt service and the county will substitute pay-as-you-go-funding to expedite approved capital projects in the schools capital improvement plan.

Allocation

Capital funding for each five-year capital planning period will be allocated between the two school districts based on the student membership planning allotments, provided by the NC Department of Public Instruction by March 1 of each year.

Capital Project Ordinances – Form and Purpose

All funds allocated to capital projects are to be accounted for in a Capital Project Fund as authorized by a Board of County Commissioner approved Capital Project Ordinance.

The Capital Project Ordinance will include a detailed break down of each major cost category related to the project.

In accordance with the Board of County Commissioners November 2000 adopted "*Policy on Planning and Funding School Capital Projects*", whenever School capital project bids are either higher or lower than originally projected, or any other factor affecting the project budget occurs, the affected school system is expected to work with County Management and Budget staff to present revised capital project ordinances for adoption by the Board of Commissioners. The same expectations shall be applicable for changes to County Capital project budgets.

Community Use of Schools

It is the intent of the Board of County Commissioners to evaluate each new proposed school in both School Districts for joint community use opportunities, including, but not limited to, park and recreation use.

Schools Adequate Public Facilities Ordinance

Orange County's Schools Adequate Public Facilities Ordinance (SAPFO) and Memoranda of Understanding (MOUs) between the County and its municipal and school partners establish the machinery to assure that, to the extent possible, new development will take

April 5, 2011

place only when there are adequate public school facilities available, or planned, which will accommodate such new development. The Board of County Commissioners is committed to the principle that new school space documented as needed through the annual SAPFO technical review process will be reflected in the next adopted CIP, and will be funded so as to be constructed to be available before the relevant level of service threshold is exceeded.

Rescission

This policy supersedes any policy in place prior to this date.

April 5, 2011

ORANGE COUNTY BOARD OF COMMISSIONERS FUND BALANCE MANAGEMENT POLICY

The Fund Balance Management Policy is intended to address the needs of Orange County (County), in the event of unanticipated and unavoidable occurrences which could adversely affect the financial condition of the County and thereby jeopardize the continuation of necessary public services. This policy will ensure the County maintains adequate fund balance and reserves in the County's Governmental Funds to provide the capacity to:

1. Provide sufficient cash flow for daily financial needs,
2. Secure and maintain investment grade bond ratings,
3. Offset significant economic downturns or revenue shortfalls, and
4. Provide funds for unforeseen expenditures related to emergencies.

Fund Balance for the County's Governmental Funds will be comprised of the following categories:

1. Nonspendable - amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact.
2. Restricted – amounts externally imposed by creditors (debt covenants), grantors, contributors, laws, or regulations of other governments.
3. Committed – amounts used for a specific purpose pursuant to constraints imposed by formal action of the government's highest level of decision-making authority.
 - a. Amounts set aside based on self-imposed limitations established and set in place prior to year-end, but can be calculated after year end.
 - b. Limitation imposed at highest level and requires same action to remove or modify
 - c. Ordinances that lapse at year-end
4. Assigned - amounts that are constrained by the government's intent to be used for specific purposes, but are neither restricted nor committed.
5. Unassigned – amounts that are not reported in any other classification.

The General Fund will be the only fund that will have an unassigned fund balance. The Special Revenue Funds and Capital Project funds will consist of only nonspendable, restricted, committed and assigned categories of fund balance.

Unassigned Fund Balance – General Fund

Orange County has adopted a fiscal policy that provides for capital projects to be financed with debt and pay-as-you-go funding. In order to obtain the best possible financing, the County has adopted policies designed to maintain bond ratings at or better than AAA (Fitch), Aaa (Moody's Investor Services) and AAA (Standard & Poor's). Part of the County's fiscal health is maintaining a fund balance position that rating agencies feel is adequate to meet the County's needs and challenges.

Orange County has therefore adopted a policy that requires management to maintain an unassigned balance as follows:

1. The County will strive to maintain an unassigned fund balance in the General Fund of 16% percent of budgeted general fund operating expenditures each fiscal year. The amount of unassigned fund balance maintained during each fiscal year should not fall below 8% percent of budgeted general fund operating expenditures, as recommended by the North Carolina Local Government Commission.
2. To the extent that the General Fund unassigned fund balance exceeds 16% percent, the balances may be utilized to fund capital expenditures or pay down outstanding County debt.
3. The County's budget and revenue spending policy provides for programs with multiple revenue sources. The Financial Services Director will use resources in the following hierarchy: bond proceeds, Federal funds, State funds, local non-county funds, county funds. For purposes of fund balance classification, expenditures are to be spent from restricted fund balance first, followed in-order by committed fund balance, assigned fund balance, and lastly, unassigned fund balance. The Financial Services Director has the authority to deviate from this policy if it is in the best interest of the County with Board of County Commissioner's approval.
4. Management is expected to manage the budget so that revenue shortfalls and expenditure increases do not impact the County's total unassigned fund balance. If a catastrophic economic event occurs that requires a 10% or more deviation from total budgeted revenues or expenditures, then unassigned fund balance can be reduced by action from the Board of County Commissioners; the Board also will adopt a plan of action to return spendable fund balance to the required level.

Enterprise Funds - (Solid Waste, Efland Sewer, and the Orange County Sportsplex) – The County will strive to maintain unrestricted net assets greater than 8% of total operating revenues at fiscal year-end, net of any donated assets recognized, to provide reserves for operations and future capital improvements.

Restrictions, reservations, and designations of Net Assets for Enterprise Funds

For external reporting purposes, net assets will be reported as restricted or unrestricted in accordance with GAAP. For internal purposes, net assets will be reserved or designated as follows:

1. Encumbered balances to continue existing projects are designated.
2. Designations for funding of planned projects in a future period to reduce the financial demands placed upon a subsequent budget.

Internal Service Funds – Dental Insurance Fund - total net assets shall maintain a positive balance to illustrate the internal nature of recovery fees for services performed in self-insuring employees of the County. Additionally, the net assets of the fund will demonstrate adequate funding for incurred, but not reported claims.

Rescission

This policy supersedes any policy in place prior to this date.

May 16, 2017

School Districts Local Current Expense Fund Balance Policy

Joint Policy Between Orange County Board of County Commissioners Chapel Hill Carrboro City Schools Board of Education Orange County Schools Board of Education

1. Guidelines

The School Budget and Fiscal Control Act (SBFCA) establishes accounting, budgetary and fiscal control guidelines for School Systems. The SBFCA is codified in G.S. Chapter 115C, Article 31, beginning at G.S. 115C-422. This act parallels the statutes established for Local Government with a few exceptions.

2. Definitions

- 2.1. **Total Fund Balance** – The difference between a school system's total assets and its total liabilities at the end of the fiscal year.
- 2.2. **Fund Balance Available for Appropriation** – The sum of a school system's assets held in cash and investments minus the sum of the school system's liabilities and encumbrances at the end of the fiscal year as outlined in G.S. 115C-425 of the SBFCA.
- 2.3. **Designated Fund Balance** – The amount of the available fund balance that has been appropriated for the budget year through budgetary action of the School Board.
- 2.4. **Undesignated Fund Balance** - The difference between Fund Balance Available for Appropriation and Designated Fund Balance.

3. Policy

- 3.1. **Fund Balance for Cash Flow Purposes** – Each school district will make a good faith effort to maintain a level of undesignated fund balance that will ensure sufficient funds are available to address its cash flow needs. The following levels are to be maintained for cash flow purposes only:
 - 3.1.1. **Chapel Hill Carrboro City Schools** - The targeted level of undesignated fund balance for cash flow purposes will be at a minimum of 5.5 percent of budgeted expenditures.
 - 3.1.2. **Orange County Schools** – The targeted level of undesignated fund balance for cash flow purposes will be at a minimum of 3 percent of budgeted expenditures.

3.2. Accumulated Fund Balance Above Cash Flow Purposes - In the event that either school district accumulates more than the percentage amounts allowed for cash flow purposes, the respective Boards of Education will develop a plan in place for spending the accumulated fund balance surplus for non-recurring purposes. The Board of Education will share that plan with the Board of County Commissioners

3.3. Fund Balance Appropriation Occurring Outside the Normal Annual Budgeting Process – Appropriation of fund balance is a budgetary action that rests with elected bodies of each school system. It is highly desired that fund balance appropriations be limited to non-recurring expenses. Both school districts have historically appropriated fund balance as a part of their normal budgeting process, and this practice will remain until additional revenue is available to eliminate the use of fund balance. The Board of Education should note and explain significant deviations in the normal budgetary appropriation as a part of the budget narrative accompanying the recommended and adopted budgets.

If the Board of Education finds it necessary to appropriate fund balance, outside the normal annual budgeting process, the Board of Education shall highlight the appropriation in their next fiscal year's budget request. The County Commissioners are not obligated to increase local current expense in order to fund recurring items for which the Board of Education appropriates fund balance outside of the normal budgeting process.

4. **Undesignated Fund Balance** – Undesignated fund balance may be allowed to accumulate above the cash flow percentages under certain circumstances. School Boards will develop a detailed plan for future use of accumulated fund balance. Boards of Education are to use undesignated fund balance to address unforeseen events or opportunities. In these instances, it is the responsibility of the Board of Commissioners to work with the School Boards to address the extraordinary issues.
5. **Extraordinary Emergency Needs** – There may arise a time in the future when one or both school district(s) experience(s) an unforeseen extraordinary uninsured event that greatly compromises how the district(s) serve(s) children. In such instances, there may be a need for the school district(s) to use some or all of its fund balance. In such instances, the Board(s) of Education is(are) to take appropriate action to correct the problem, and following necessary budgetary action by the Board of County Commissioners, the County will reimburse the School Board(s) for the necessary expenditures.
6. **Policy Review** - The School/County Collaboration Work Group shall review this policy every 18 months to determine if changes to the policy are necessary.

Budget Administration

As required by the North Carolina Budget and Fiscal control Act the County adopts an annual budget ordinance for all funds except those authorized by project ordinance. Orange County governmental funds budgeted under project ordinances include Grant Projects Fund, Community Development Fund, County Capital Projects Fund, and School Capital Projects Fund.

Amending the Budget

Appropriations to the various funds are formally budgeted on a functional basis. The County Manager is authorized to approve appropriation transfers *within* all functions except the Contingency account, which is included in the General Government function. Revisions that alter the total expenditures of any functional category or fund, including amendments to capital project ordinances and receipt or reduction of grant or new funds, must be approved by the Board of County Commissioners. In addition, appropriations from the Contingency account must be approved by the Board.

Encumbrances

Operating funds encumbered by the County as of June 30 of the fiscal year are re-appropriated through the County's annual budget ordinance (Section 13).

Line Item (Object Code) Transfers

Inter-departmental line item transfer requests are processed in the Finance and Administrative Services Department. Normal operating category allocations may be freely transferred within a department's line items. Other operating monies, such as internal service charges for motor pool, telephone, and duplicating, cannot be transferred. Use of unspent personnel services monies are approved on a case by case basis. Additions to capital outlay must be approved by the County Manager or Assistant County Manager. In addition, line item transfers exceeding \$25,000 and transfers between departments, within a function, are to be reviewed by the County Manager's Office.

Purchase Orders

Requests for purchase orders originate at the department level for all purchases exceeding \$500. Purchase orders are pre-audited by the Finance Director and approved and issued by the Finance and Administrative Services Department. For items costing \$500 or less, payment requests are issued by each department.

Capital Outlay

All items exceeding \$500 are considered capital outlay items and are approved by the County Manager before purchase. Finance and Administrative Services maintains a listing of approved capital outlay. Requests for technology equipment are approved by the Information Technologies Department.

Position Control

Finance and Administrative Services maintains a listing of approved permanent positions. The position count is maintained in full time equivalents (FTE). The County Manager approves temporary increases in the full time equivalent for up to one year assignments. Temporary part time positions that work less than 15 hours per week may be authorized by the department head. All increases in full time equivalents must be approved by the Board of County Commissioners.

Glossary

Ad Valorem Tax - A tax levied in proportion to the value of a property.

Allocate - To set apart portions of budgeted expenditures which are specifically designated to organizations for special activities or purposes.

Annual Budget - A budget covering a single fiscal year.

Appropriation - The amount budgeted on a yearly basis to cover projected expenditures which the Board of Commissioners legally authorizes through the Budget Ordinance.

Approved Budget - The budget as formally adopted by the Board of County Commissioners for the upcoming fiscal year.

Assessed Valuation - The estimated dollar value placed upon real and personal property by the County Assessor as the basis for levying property taxes. The General Assembly exempted household personal property from taxation effective July 1, 1987.

Authorized Bonds - Bonds which have been legally authorized but may or may not be sold.

Balanced Budget - Occurs when planned expenditures anticipated revenues. In North Carolina, it is required that the budget submitted to the Board of County Commissioners be balanced.

Board of County Commissioners - Seven-member Board elected by district and at large by the voters of the County for four-year terms.

Bond - A written promise to pay a specific amount of money with interest within a specific time period, usually long-term.

Bond Rating - A grade indicating a governmental unit's investment qualities. Generally speaking, the higher the bond rating the more favorable the interest rate and the lower the cost of financing capital projects funded by bonds. A high rating is indicative of the Government's strong financial position. Ratings range from AAA (highest) to D (lowest).

Bonds Issued - Bonds that are sold.

Budget - A financial plan for a specified period of time that matches all planned revenues and expenditures with various County services.

Budget Message - A written overview of the proposed budget from the County Manager to the Board of Commissioners. This overview discusses the major budget items of the Manager's recommended budget.

Glossary - continued

Capital Investment Plan - A long term plan of proposed capital improvement projects, which includes estimated project cost and funding sources, which the County expects to undertake within a five-year period. The plan is updated annually to reassess capital needs.

Capital Outlay - An expenditure which results in the acquisition of or addition to a fixed asset.

Capital Project - A project expected to have a useful life greater than 10 years and an estimated cost of \$30,000 or more. Capital projects include the construction, purchase or major renovation of buildings, utility systems, parks, or other physical structures or property; purchase of land; and purchase of large equipment.

Capital Project Fund - A fund used to account for the acquisition or construction of major capital facilities and equipment.

Category - Expenditure budgets are presented in one of three categories: Personnel Services, Operations and Capital Outlay.

Community Development Fund - A fund used to account for block grant monies received from the federal government under the Title I of the Housing and Community Development Act.

Contingency - Appropriation intended for unanticipated expenditures. Transfer of these funds into an expendable account is controlled by the Board of County Commissioners.

Current Expense - Local funds used to supplement the State's minimum level of support for operating the Schools. By State law, local governments appropriate these funds on a per pupil basis.

Debt Service - Principal, interest and administrative costs associated with the repayment of long-term debt.

Delinquent Taxes - Taxes that remain unpaid after the due date on which a penalty for nonpayment is occurred.

Department - A major administrative division of the county that has overall management responsibility for an operation within a functional area.

District Tax - Taxes paid by those owning property in a special district of the County.

Effective Tax Rate - Current tax rate multiplied by the sales assessment ratio. The effective tax rate is useful in comparing the tax rate of counties across the state since it adjusts for differing years of revaluation of real property across the state.

Encumbrances - A financial commitment for services, contracts, or goods which have not been delivered or performed.

Glossary - continued

Enterprise Fund - A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees and charges.

Expenditures - The total cost of a program or capital project.

Fire District - Special voter-approved districts within the County established to furnish fire protection to residents and supported by property taxes.

Fiscal Year - A 12-month period (July 1 through June 30) in which the annual operating budget applies and at the end of which an assessment is made of the County's financial condition and performance of its operations.

Fixed Asset - An asset of long-term character. For budgetary purposes, a fixed asset is defined as an item costing \$250 or more with an expected life of more than one year.

Fringe Benefits - For budgeting purposes, fringe benefits include employer payments for social security, retirement, group health and life insurance, dental insurance, and worker's compensation.

Full-time Equivalent (FTE) - One FTE equals 40-hour per week permanent position.

Fund - An accounting entity created to record the financial activity for a selected financial group.

Fund Balance - Funds accumulated through the under expenditure of appropriations and /or the act of exceeding anticipated revenue.

Function - A broad grouping of activities and departments whose objectives and expenditures are inter-related. Examples of functions within Orange County include Human Services, Education, Public Safety, etc.

General Fund - A fund that provides the accounting for most of the basic government services, such as elections, social services, sanitation, inspections, health, or law enforcement.

General Obligation Bonds - Bonds issued by a government that are backed by the full faith and credit of its taxing authority.

Goal - A broad statement of desired conditions to be maintained or achieved through the efforts of an organization.

Grants - A contribution of cash or other assets from another government or non-profit foundation to be used for a specified purpose.

Glossary - continued

Indirect Cost - The component of the total cost for a service which is provided by and budgeted within another department or division. Indirect costs are budgeted to more accurately reflect the true total cost for such services as those provided by the Health Department and Community Development.

Interest and Penalties Receivable on Taxes - Uncollected interest and penalties on property taxes.

Intergovernmental Revenues - Revenues from other governments (state, federal, and local) that can be in the form of grants, shared revenue, or entitlement.

Lease Purchase - A method of purchasing equipment in which payments are spread over a period or time.

Levy - The amount of tax, service charge, and assessments imposed by the government.

Line Item - A budgetary account representing a specific object of expenditure.

Modified Accrual - The basis of accounting for the County. Under this system, expenditures are recognized when encumbered, and in lieu of any other "property tax" that may have been considered on these values.

Net OPEB Liability (NOL) - The Total OPEB Liability minus the Plan Fiduciary Net Position which is derived from Employer Contributions and Net Investment Income versus Annual OPEB cost.

Non-operating Expenses - Expenses that are not directly related the provision of services, such as debt service.

Non-operating Revenues - Revenues that are generated from other sources and are not directly related to service activities.

Objective - A specific statement about what is to be accomplished or achieved for a particular program during the fiscal year.

Ordinance - A formal legislative enactment by the Board of Commissioners that has the full force and effect of law within the boundaries of the County.

Operating Budget - The County's financial plan, which outlines proposed expenditures for the upcoming fiscal year and estimates revenues that will be used to finance them.

Operating Expenses - Those expenditures of a recurring nature, covering services and supplies necessary to operate individual agency activities.

Personal Property - Movable property classified within two divisions: tangible and intangible. Tangible -- or touchable -- property includes items of visible and movable property not

Glossary - continued

permanently affixed to real property. Intangible -- or non-touchable -- property includes stocks, bonds, notes, cash, bank deposits, accounts receivable, patents, trademarks, copyrights and similar assets.

Personnel Services - Salaries and wages paid to employees for full-time, part-time and temporary work, including overtime and similar compensation. Also included in this account group are fringe benefits paid for employees.

Program - A well-defined portion of the operating plan for which a distinct set of goals and objectives may be developed.

Property Tax Rate - The rate at which real property in the County is taxed in order to produce revenues sufficient to conduct necessary governmental activities.

Property Tax - Tax paid by those owning property in the County.

Proprietary Fund - A fund used to account for the operations similar to those in the private sector. This includes enterprise funds. The focus is on determination of net income, financial position and changes in financial position.

Public Safety - A group of expenditures related to the provision and enforcement of law enforcement and fire and disaster protection.

Real Property - Land, buildings, and items permanently affixed to land or buildings.

Real Property Value - The value of land and buildings that is taxable.

Reappraisal - The process of re-valuing a jurisdiction's real property in order to adjust the tax value to the market value. According to North Carolina law, a revaluation must be conducted at a minimum of every eight years. Property was recently re-valued as of January 1, 2009.

Reclassification - A change in the classification and corresponding job title of an existing position that results from a major change in assigned responsibilities.

Reserve - An account designated for a portion of the fund balance that is to be used for a specific purpose.

Revenue - All funds that the County government receives as income, including items such as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

Sales Assessment Ratio - The ratio of the tax value and the actual value of real property.

Sales Tax - Tax paid by retail consumers in the County.

School Recurring Capital - A recurring appropriation that results in the acquisition of, or addition to, a fixed asset within the school systems.

School Current Expense - See current expense.

Service Level - The amount of service provided during the fiscal year as indicated by one or more performance indicators.

Solid Waste Program Fee (SWPF) – To fund the cost of recycling programs and a portion of the solid waste convenience centers.

Special Assessment - A levy on certain properties to defray part or all of the cost associated with improvements or services that will benefit those properties. For instance, a special assessment would be levied against property owners who have petitioned for paving a street.

Special Districts - Tax-levied voter approved districts to provide specified services. Special districts in Orange County include fire districts and the Chapel Hill-Carrboro City School Special District.

Special Revenue Fund - A fund used to account for the revenues from specific sources that are to be used for legally specified expenditures.

Tax Levy - Revenue produced by applying a given tax rate to a property's assessed, or tax, value.

Teachers Supplement - An additional salary provided by local governments above the salary set by the state.

Two-Thirds Bonds – General obligation bonds that can be issued by a local government without voter authorization. Under a formula set by the State, the new G.O. debt cannot exceed two-thirds of the previous year's net debt reduction.

Unfunded Actuarial Accrued Liability (UAAL) – The Actuarial Accrued Liability minus the Actuarial Value of Assets (AVA). UAAL is derived from unfunded Normal costs, actuarial gains/losses and changes to benefits plan.